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ABSTRACT

This membership meeting of the Association of Research Libraries (ARL) opened with an overview of library facility design in light of changing institutional and technological environments. The General Program Session included two panel presentations. The first featured architects who have designed library buildings and who offered their personal perspectives about a variety of problems and prospects. The second panel featured a librarian/building consultant and a library director, who provided an overview of the trends in academic library buildings and highlighted aspects of planning and building from a librarian's point of view. Town meeting discussions were then held, which focused on a number of issues, including: (1) the national library organizations in Canada (i.e., the Canadian Library Association, the National Library of Canada, the Association for the Advancement of Sciences and Documentation Techniques (ASTED), and the Canadian Association of Research Libraries (CARL); (2) cultural diversity initiatives in research libraries, which featured a report from the ARL's Office of Management Services, a presentation from Clark Atlanta University, and a report of the task force on minority recruitment; and (3) budget crises in ARL libraries. Following each presentation, a panel of ARL directors posed questions leading to general discussions of the ideas and concerns raised. A summary of the reports to the ARL Business Meeting is also included in this volume. A report on association activities, the 1990 ARL audited financial statements, attendance and index of persons, the officers, board of directors, committees, and task forces, and the membership of the association are appended. (MAB)

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Minutes of the 118th Meeting

May 15-17, 1991
Montréal, Québec

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Association of Research Libraries
118th Membership Meeting

Montréal, Québec
May 15-17, 1991

Is The Library a Place?

Marilyn Sharrow, *Presiding*

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IS THE LIBRARY A PLACE?

FOREWORD

In a changing institutional and technological environment, how will library buildings be planned, and will traditional library facilities be needed at all? The implementation of campus local networks and the linking of libraries via the Internet to users beyond state and national boundaries changes the definition of the physical setting needed to provide library services. As electronic information formats proliferate, on-site users need access to workstations supporting a variety of products and functions, and libraries may establish centers for interactive computer-based learning and media services. Some kinds of collections and services are increasingly decentralized; libraries are using more and more remote storage; and librarians are developing into independent information consultants providing customized services to a wide range of users at their own and external institutions. As staff roles and tools evolve, very different space allocations among traditional library departments may be needed. At the same time, libraries must continue to house large and growing collections of printed material, with varying usage levels and security or preservation requirements. Many users will still need standard library reference and instructional services, and while the centrality of libraries as sited for study and personal interchange may lessen, it probably will not disappear. These issues and questions make the planning of of multi-million dollar building projects a process filled with technical choices, policy questions, and speculation about the future.

The General Program Session includes two panel presentations. The first features architects who have designed library buildings and who offer their personal perspectives about a variety of problems and prospects. Cathy Simon of Simon Martin-Vegue Winkelstein Moris in San Francisco, who worked on the library at the University of California-Davis, shares her observations about recent major library buildings in Europe as a prelude to designing a new Main Library for the city of San Francisco. Thomas Payne, a principal in Kuwabara Payne McKenna Blumberg in Toronto, speaks about design considerations for new academic library buildings, and the ways in which such considerations reflect a vision of the future of academic libraries. Payne recently won the competition for the new library at Queen's University.

The second panel features a librarian/building consultant and a library director, providing an overview of the trends in academic library buildings and highlighting aspects of planning and building from the librarian's point of view. Nancy McAdams, of McAdams Planning Consultants Inc. in Austin, Texas, examines the ways in which the principles, guidelines, and standards for planning library buildings are being invalidated by regulatory, technological, and library programmatic changes. McAdams, who has professional training as a librarian and as an architect, assesses how well libraries did in the past in anticipating future services and needs, and how well we are doing now. Jay Lucker, Director of Libraries at the Massachusetts Institute of Technology and one who has gone through many building projects as a director and consultant, reflects on the politics of building a library, exploring the delicate balance required when a new building or renovation brings together all of the stakeholders who wish to influence the planning and design.

GENERAL PROGRAM SESSION

INTRODUCTION

MARILYN J. SHARROW: I would like to welcome all of you to the 118th meeting of the Association of Research Libraries. ARL is pleased to convene this meeting jointly with the Canadian Association of Research Libraries. I would like to acknowledge some guests in the audience: Executive Director of the Canadian Association of Research Libraries, David McCallum; Karen Adams, Executive Director of the Canadian Library Association; Alain Bourque, President of ASTED; Jean Cabral, Executive Director of ASTED; Onil Dupuis, Executive Director of CREPUQ; Gillian Pentelow, Executive Director of SCONUL; and David Penniman, President of the Council of Library Resources.* We welcome you and we're very pleased that you're here with us.

ARTHUR CURLEY: This program is, in a way, something of a defense on the part of those of us who are committed to millions of dollars in new buildings and building restorations in a time when some are suggesting that the library building, as we have known it, may be something of an anachronism.

Many of you know the story of that beautiful library building that opened a number of years ago, and immediately thereafter, people flocked to view its imposing architectural facade. Frustrated staff finally put a sign out front saying, "This is not the library; the library is inside."

Those of us involved in planning libraries have long adhered to the principle that the outside of the library reflects the concept around which it is built: we focus on a service plan and the building is, in both its functional and its aesthetic aspects, a reflection of that program. Yet, we know from our involvement, both as library administrators and as participants in this organization, that we've been grappling for some time with changes in that concept, with the notion of the library as a place.

As we have shifted from concepts of the library as a place that houses resources to one that is really a vehicle of access, we have had to rethink some of our very basic notions about the functions of the service plan of the library. Clearly, this has enormous implications for our planning of library facilities. What we've tried to do in the program is bring together several perspectives. Those of the architect, the library administrator, and the space planner.

Cathy Jensen Simon is Director of Architecture and one of the founding principals of Simon Martin-Vegue Winkelstein Moris. As Director of Architecture she personally directs the design of all architectural projects. Some of her major projects have been the Shields Library at the University of California-Davis; the Master Plan and design of the alterations to the first new college to be built at the University of California-Santa Cruz; the Olin Humanities Building at Bard College in New York; and the Fremont Main Library in Fremont, California. Her current projects include the New Main Library for San Francisco, the Newport Beach Central Library, and the 42,000 square foot library in downtown Alameda.

She received her Master of Architecture degree from Harvard University's Graduate School of Design with an AIA Award of Merit, and earned her Bachelor of Arts with high honors from Wellesley College, where she was elected to Phi Beta Kappa. In recognition of her achievements in design, she was elected a Fellow of the American Institute of Architects in 1986.

Ms. Simon's presentation today will provide us with some insight to how European communities are dealing with emerging library issues in the design of library buildings.

Thomas Payne, our second speaker, was born in Chatham, Ontario, and was educated at Princeton University, the Ecole des Beaux Arts in Paris, and Yale University. He received his Master of Architecture Degree in 1974.

He is a founding partner of Kuwabara Payne McKenna Blumberg Architects, where he has directed the firm's work on the Open Air Theatre in Earl Bales Park in North York, the expansion and the additions to Woodsworth College at the University of Toronto, and the Stage III Expansion to the Art Gallery of Ontario in Toronto.

Tom has been a visiting critic at the University of Toronto and at Harvard University and currently is an Adjunct Professor at the University of Toronto. He is a member of the Ontario Association of Architects and is registered to practice both in Canada and the United States.

His talk today focuses on the winning design submission in a two-stage international competition for a new library at Queen's University.

To speak on changing axioms of library planning, we are fortunate to have Nancy McAdams. Nancy McAdams is an academic library planning

consultant, based in Houston, Texas, with degrees in architecture and library science from the University of Texas at Austin.

A registered architect, she has been active at national and state levels in the American Institute of Architects, and in the American Library Association, particularly in LAMA. She spent fifteen years with the General Libraries at UT-Austin, as a Branch Library Manager, Associate Director for Public Services, and as Facilities Planning Officer. She also spent five years as a Campus Planning and Project Manager for the Central Administration at UT-Austin, before starting her own consulting firm in 1985. She has served as a consultant to college, university, and research libraries throughout the United States and Canada, including seventeen ARL libraries to date.

Finally, Jay Lucker is known to all of you. He was President of ARL from 1989 to 1981. He has been Director of Libraries at MIT since 1975. Before that, from 1959 to 1975, Jay was Assistant University Librarian for Science and Technology and then Associate University Librarian at Princeton.

Jay is certainly among our premier library building consultants. He has recently completed Master Plans for the Kansas State University Library and the University of New Hampshire; he also completed a feasibility study for the University of Massachusetts. He is currently involved with library consultant projects at Bryn Mawr, Baruch College, Norwich University, Eastern Nazarene, Newton Public Library, University of Minnesota, Washington University in St. Louis, Princeton Theological Seminary, and the J. Paul Getty Trust. Jay will speak to us on getting over the "rough shoals" of library planning.

* ASTED - Association des sciences et des techniques de la documentation

CREPUQ - Conférénce des recteurs et des principaux des universités du Québec

SCONUL - Standing Committee on University Libraries

INSPIRATION, KNOWLEDGE AND INFORMATION: NEW LIBRARY BUILDINGS IN EUROPE

CATHY SIMON
Simon Martin-Vegue Winkelstein Moris

It means a great deal to me that we're all gathered here because we love libraries. I am encouraged by the fact that you've invited two architects here today and that the topic of your conference is the library as a place. Libraries, in my view, are very important places, and they are becoming increasingly important to all of us and to our society.

What's critical to us is the partnership between librarians and architects, because that association will ensure, as we move forward into the 21st century, that libraries continue to be wonderful places offering access to information, and also offering delight and comfort in that activity.

I would like especially to acknowledge Marilyn Sharrow, who is a client of mine. I believe that great architecture is the result of great clients. Many of you are clients, or will be someday, and the responsibility of vision for the future library is with you, as well as with your architects.

In June 1989, my firm, Simon Martin-Vegue Winkelstein Moris in association with Pei Cobb Freed & Partners in New York, received the commission of a lifetime to design the new Main Library for San Francisco. The commission united two firms uniquely suited to execute such a project: Pei Cobb Freed & Partners, led by James Ingo Freed, the principal design partner responsible for such important civic buildings as the Holocaust Memorial Museum in Washington, D.C. and the Javits Convention Center in New York; and my firm, which was founded in 1985, and which has provided architectural and interior design services for twelve libraries, including the interiors for the new U.C.S.F. Medical Center Library, the Green Library at Stanford, and the Peter J. Shields Library at the University of California-Davis, which your president Marilyn Sharrow administers with high intelligence, spirits, and panache.

Described as a "Library for the 21st Century" in the 1988 San Francisco bond issue that funded it, the New Main Library will occupy the final open site in San Francisco's beaux arts Civic Center, and thus complete the largest early 20th century "city beautiful" civic center in the United States. It will serve a San Francisco population of 750,000 people and a regional population of nearly 3,000,000.

So sited and programmed, it combines precisely those features that make libraries fascinating to me. A site of tremendous symbolic and civic importance in the city and a program that is motivated by housing, conservation, and development of a collection of books, and that looks beyond to a future greatly enhanced by emerging technologies. This new library, like so many of yours, will become part of the network of institutions that Serge Goldberg, Director of the Bibliothèque de France, calls the "Global Library."

To design such a building, we undertook a phase of research and discussion. Early in 1990, we traveled to Europe for ten days to visit exemplary libraries and to share our observations about the many aspects of those libraries relevant to the task before us. Our travels included seven libraries—five in France, one in Holland, and one in Germany. These were generally public libraries or semi-public libraries and in that sense, they are somewhat different from the libraries you administer, but many of the issues still are the same.

The selection of these particular libraries was not capricious, but was informed by two basic and very different intentions: first, to acquaint ourselves with the numerous advanced technologies used in contemporary libraries, about which we, the architects, knew almost nothing, and their expanding programs and applications. The second intention was to look at how library architecture accommodates these new technologies and, perhaps more importantly, how it accommodates, nourishes, and sustains the reader and the book.

(Slides were shown which corresond to the following text)

The first library we visited was the Bibliothèque Nationale in Paris, which is not a particularly public library, but it's a magnificent work of architecture. The Bibliothèque Nationale is actually the second important library designed by Henri Labrouste. The great reading room and stacks had to be fit in a setting which was very constrained; Labrouste's addition was actually slid in between two existing wings of the already very active Bibliothèque Nationale. It is what we architects call a "Nine Square Plan," a cube of space in plan 30 meters by 30 meters by 30 meters high.

When this was built, Labrouste had to worry very much about allowing light in. In the days before good artificial illumination was available, natural light was, and I believe still is, very important. Because the building was enclosed on three sides, Labrouste had to be very inventive, using state of the art technology in terms of the architecture and structure of the building. Slender cast iron columns, gracefully curved, create skylit vaults which bring light in from the top. The reflective, bright, vaulted surfaces around those skylights help bring the light down to the very lowest levels.

In this library, like all other libraries, the experience is qualified by light. In all the libraries we visited, we observed that task lighting is wonderful. Labrouste employed it in the great reading room, and his son employed it in his design of the special collections department of the Bibliothèque Nationale. The user controls his own light. Each individual lamp has its own switch and that light makes a space for the individual in a community of scholars.

Art is integrated in the newly refurbished Special Collections Department of the library. Elements that appear to be multicolored books are actually made of marble in three different color groups—pink, gray, and green. They're very beautiful. Everything here is designed, not left to chance. Even the stands on which you put reference books are part of the whole. In the great libraries that I've seen, this is always the case: design extends everywhere. There are always exceptions, of course. Design didn't extend very much into the old stacks. Part of the old stacks were added on top of Labrouste's stacks. Two men in blue uniforms sit in cramped quarters all day long and receive by vacuum tube requests for books to be sent to the front. The process is quite intriguing to watch, but doesn't represent current technology, I believe.

The first Labrouste library was the Bibliothèque Sainte-Geneviève, one of the world's great buildings which has inspired the design of many architects, including McKim, Mead, and White, designers of the Boston Public Library. Many libraries throughout the western world express their great reading rooms with the same characteristically tall windows above stone plaques inscribed with writers' names. Tiny windows surround those. These features denote that the building is a formal civic library. At the Bibliothèque Ste. Geneviève, of course, all the names of the writers are French.

Labrouste's task was to make a great space for people, a great space for the book, and also to bring in as much natural light as possible. Compared to the Bibliothèque Nationale, the Bibliothèque Ste. Geneviève is a more free-standing building. Therefore, top lighting wasn't necessary. Instead, the entire great reading room is surrounded by huge windows. Again, Labrouste used cast iron architecture to bring wonderful natural light in and to make a beautiful space for people. The two vaults in the room occur under a pitched roof. Using the decorative tradition of the era, Labrouste used little flower motifs to decorate the ceiling of the space. At the apex of the vault, the flowers are tiny holes. As heat builds up in the room during the day, it is exhausted naturally through those holes in the roof. This is but one special example of the inventive and artful integration of technology into a very magnificent building. In the Special Collections Department, a new lighting system was carefully introduced with exposed cables. Accommodating needs such as these new little lights has to be done with grace and intelligence. In libraries, as in all public buildings, everything counts.

The competition-winning model for the Bibliothèque de France is a very interesting and somewhat unusual idea. In this model, people are put underground and the books are in four tall towers which define the corners of an open cloistered space that mimics the exact dimensions of the Palais Royale, one of the greatest spaces in the world. Not only are the books in towers, but they are in glass towers. Since it is a basic principle that books do not like light, there are metal boxes within the glass towers that will protect the books from the light. You might wonder about this.

Next, we went to visit the Bibliothèque Publique d'Information (B.P.I.) in the Centre Pompidou, one of the first truly public libraries in Paris. This library is fascinating; the setting is incredible. From all levels of the Centre Pompidou, one views Paris through the veil of high-tech imagery. Everything about the B.P.I. was designed from the beginning, although the space itself, which comprises a total area of three acres on three floors, was retrofitted to accommodate this library. It accommodates 1,800 readers, and there is a sign that displays the number who have already entered. When 1,800 people have entered the library, nobody else is allowed in until someone leaves. There are hundreds of people lined up at the doors before the library opens, and when the doors open the people rush in—it's amazing. They all head for the same exact seats that they had the day before.

Escalators move people very quickly, but they're noisy. The graphics in this library are excellent. Its image is very industrial. The space is twenty feet high; the rooms within it are like boxes, and are named to express their functions, such as the Salle Jean Vigo, which is a room in

which you can view any of the films in their extraordinary collection. As you enter, you come upon banks of online public access catalogs.

An interesting area is devoted to software that can be tested by the public. You can't print anything, but you can examine the recent software. Ironically, in this part of the flexible library the chairs are bolted to the floor. The reason for this is so that no one will take them out into the rest of the library and ruin the count of 1,800 people. B.P.I. contains a fantastic "banque d'images," an image bank. Incidentally, the new San Francisco library will also accommodate such a collection. There are 300,000 images in the B.P.I. image database, organized in many categories and stored on video disks. You can set up your own slide show using these images. For example, you can look up blue paintings by any artist after the 19th century, and you get a whole array that you never expected.

In France the centralized phone system is very sophisticated. Homes are supplied with individual terminals on the Mini-Tel system, which provides online access to various databases such as telephone directories and services such as shopping. Such a system will ultimately come to the United States when we figure out how to deal with F.C.C. regulations, multiple phone companies, and newspapers that feel threatened.

From your very own home using your Mini-Tel, you can request information from this library, and all answers come back to you by Mini-Tel. You cannot even use the phone to get this information anymore. Also over the Mini-Tel, you can type in your surname and a map will appear indicating where everyone else is with your surname in the rest of France.

The fifth library that we visited in France is called the Médiathèque, located in the Cité des Sciences et de l'Industrie, a great science museum on the outskirts of Paris in La Villette. Incidentally, you'll be fascinated to know that the building that houses it was originally built as a high-tech slaughterhouse, but was never used as one. It was built twenty or thirty years after they had stopped bringing cattle into Paris to be slaughtered. You can infer that this was very complicated politically.

In this great science museum is the first science and technology library ever built in France. Its director is a fascinating man. François Reiner was trained as a law librarian and was approached by the government to create this library in the early 1980s. This is one of the most publicly accessible libraries in France. You can get information of many types at home because in the world of science and technology, journals are now electronically provided. You can actually read journals on your own Mini-Tel screen at home. You can find out when a book is checked out and you can reserve books, but you still have to go to the building to pick them up. I still think going to the library is worth it.

The image of this whole building is very modern. The architects and François Reiner decided it was appropriate to make the image of the library "scientific," a simulacrum of science. The Médiathèque houses a special library for the blind. A textured path that a person with a cane can feel leads the blind from the street corner and into the library. We have to think about how to accommodate everybody in our libraries. Where there's a turn, the textured path changes to indicate a change of direction. There's a scented garden that's maintained year-round so that the blind can smell different things during the course of the year, and a tactile sculpture at the entry.

The library for the blind contains many different kinds of machines. The one most interesting to me was a computer which, when you type into it, displays in tactile form the braille version of what you've typed. Thus, blind patrons can proofread their own texts. You can also scan a picture and get a braille version of it.

Because, like the B.P.I., the Médiathèque was not built originally as a library, this is an accommodation of a library into an existing space. There were many things that François Reiner pointed out that were less than ideal, for example, there are vertical openings between the floors, which don't occur at particularly convenient places. Holes should be very carefully placed in a planned library, but in this case the library simply has to accommodate them.

Graphics at the Médiathèque are excellent. Public libraries in Europe generally do a better job with signage than most university libraries that I've been in. The message the Médiathèque conveys is visibility and easy access through the use of perforated metal, bright colors, and clear graphics. All of it comes together. It is worth considering some of the ways in which space is depicted in these and some of the other public libraries. There is always a three-dimensional view and also a very thorough listing of collections, so that you really have a sense both of how you might move through the space and of where to look for a particular item from the collection.

Video is used in many different ways here. Films are played from a central film booth. The video screens and individual stations are carefully designed. You may not like the image, but it is very consistent. I found the place and the hardware very appealing. One thing that characterizes new computer technology in libraries is that all the kids love it. The kids know how to use all the computers and

equipment, and all the grownups get very nervous. The children's library is wonderful. Its furniture was designed by a famous French interior designer named Philippe Starck. He has designed, among other things, several interiors of hotels in New York including the Royalton and the Paramount.

We also visited the Centrale Bibliotheck in Rotterdam. This library building was a competition winning design. In Europe, the winner of a competition builds his design intact. The Centrale Bibliotheck was designed to have a number of accessible terraces outside the various reading levels. In the end, however, the full development of them proved to be too expensive, so they exist, but remain as vestigial spaces, unused and unloved. I think that's unfortunate.

This library is, by design, a community center. It has a welcoming entrance, it contains a theatre, a bar, and a restaurant. This is a very different notion of library. Right off the lobby is a "help center" that houses ten different agencies you can go to if you need a job, if you're handicapped, if you need housing, if you need to have day care for your kids.

The image of this Dutch library is different from those we saw in France. To me, this looked like a supermarket or a shopping center. And that, in fact, is the image that was desired. I don't think that's the kind of image that you are looking for in the academic or research library, but it has a consistent character and is a very vibrant, successful, busy public place. Everything is served by escalators which are very noisy, open, and visible. Because it's conceived as a big loft, wherever there is a service point, special lighting is used to identify it. That lighting becomes thematic in the library and is a sign for public service.

Again, the graphics are wonderful. They're very clear. They relate from floor to floor, so that, when you're on the fourth floor, you can see not only what's on that floor, but also what's on all the other floors. The library is presented as a continuum, as opposed to a compartmentalized stack of pancakes. The signage is explicit. Considering all these issues, the essence of the library to me is still characterized by the compelling image of a person reading a book in the light.

At the Centrale Bibliotheck all the offices and back office spaces are in glass rooms. The idea that Piet Schoots, the library director, is expressing is that the staff who interact with the public should not be sitting in offices. In fact, it's probably a little bit embarrassing when they are. The glass opens up the offices and makes the staff seem more accessible.

Glass is used extensively within the library. Exhibits are everywhere and enliven the environment. You all have treasures in your libraries and getting those out to the public is important. The location of study rooms is also important, as is their visibility and supervisability in both the public and the academic library.

The Centrale Bibliotheck is highly computerized. Computers with touch-controlled screens are placed on long tables, and the catalog is accessed through these computers.

The children's library is simply stuck into the same kind of loft space as everything else. While the librarians had done a good job in making it look festive and kid-like, to me it was banal. Too little design thought had been given to making a library for children.

The library contains a cafe in which patrons can eat, smoke, and play pool. The staff cafeteria and the public cafeteria share the same kitchen. Many of these European libraries recognize the fact that some people spend the whole day in the library. While your campuses may have some place to eat right next door and students are used to moving between buildings, in the public library, scholars might not want to go out of the library to eat. So, many of the European libraries have really good food service. You can get coffee at any time during the day to help you stay awake.

The last library we visited was in Berlin. The Staatsbibliotheque was designed by Hans Scharoun, a great German architect of the early to mid 20th century. He designed the building in the late sixties. Scharoun is characterized as a modernist with a "human touch," and particularly in the interiors of this library, that human touch is very evident. Art is incorporated in very interesting ways, for example, the floor was done by an artist, as was a glass block wall of the lobby which admits light in a beautiful way. The Staatsbibliotheque is one of the very important state libraries of Germany. Since the Berlin Wall has been penetrated, the library is always filled with many students from East Berlin because the libraries in East Germany have not kept up with the present, not to mention the future.

In this library, patrons must leave all belongings at a check-in counter and are furnished with a clear plastic bag to carry study materials upstairs into the library itself. The downstairs lobby is fairly dark and a bit like an airport concourse, but much more pleasant and well-designed. The library is far behind the French libraries in its use of technology. It doesn't have a computerized card catalog, or a single one that includes all the holdings. Instead, it has a number of different types of catalogs.

On the journal level, the building houses major exhibit space. There was a world class

exhibit of globes and maps when we were there. It has a Mendelssohn room, which contains Mendelssohn's furniture, piano, family portraits, and letters. It is a glass box suspended in the space and is very handsome, perched overlooking the library spaces below.

An illuminated stairway leads from the dark lobby to the light-filled library spaces above. The design of the stair integrates lighting into the treads and handrails. Here is the metaphor of illumination, knowledge, light, and thought. At the top of the stairs you enter an absolutely fantastic top-lit space. It has huge windows and a series of floors and stairways that float within it. You can see everything when you're in it; you have a sense of place, a sense of community, a sense of the shared activity of scholarly work. To me, that's an important quality, especially for the academic and research library. At the Staatsbibliotheque, light is used very graphically. It's used in specific areas to illuminate special features of the library, such as the card catalog, rather than to brighten the entire expanse of space. Analogous to task lighting; individual parts of the library are lit.

I believe that having a great reading room in your library is important, because that's the place where the relationship among community, scholarship, and the individual as part of that community is explored and experienced. It is the university space that conveys that feeling to the student. One feels a direct relationship to the continuity of knowledge of the world. This library also is multivalent. It has an Institute of European Studies and an Institute of the Americas in it. It has conference space, theatres, cafes, restaurants, and a bar.

The back office work spaces are poor: very impersonal and dark. Staff members have to take turns using desks near the windows, of which there are an inadequate number. There is also a very inadequate, very high-tech conveying system. They call the master control panel the "Big Board." It shows what's moving around the library and what's broken at any given time, and there is almost always something broken. The system requires two full-time technicians to maintain, and it's a very awkward situation.

Little things make a lot of difference in libraries. I thought it was wonderful that periodicals are integrated into the collections. In the law section of the library current periodicals are part of the open stack collection. On the front of the stack insert, the current periodical is displayed, and then you can lift up a little hinged door and the current year of those journals is found behind. In the stack areas, here and there are a number of shelves that are specially lit. The user can switch on a little light to illuminate an empty shelf where he can look at a book to decide if he wants to take it back to his desk.

Finally, I'd like to show you the design for the new main Public Library in San Francisco (see illustrations on pages 11 and 12). The site is opposite the existing main library and will occupy the one empty remaining site in San Francisco's beaux arts Civic Center. Adjacent are the City Hall, the state building, Symphony Hall, the Museum of Modern Art, and the Opera House. The new library will be at the cultural nexus of the city.

In the Civic Center, which this new building will complete, the one building that's a free standing "object building" is the City Hall, a great piece of early 20th century public architecture. Opposite our site is the existing library which was inspired by the Bibliothèque Sainte-Geneviève, with the big arched windows and the little windows, and the names of the writers.

We noticed that the existing library was actually composed of a number of parts, an L-shaped civic or honorific wall defining the civic center plaza and the Market Street axis, and infilled by the old stacks. This "occupied wall" approach was typical of buildings designed at this time. When the old library was built, this characteristically narrow building configuration brought natural light and air into the occupied spaces at the perimeter. Now we have artificial illumination, ventilation, and air conditioning, so we can design much deeper, denser buildings.

Taking the cues from the existing library, which our new library will complement (by the way, the old library will become the Asian Art Museum for San Francisco, now housed in Golden Gate Park), our design responds with a similar kind of L-shaped civic or honorific building, within which the rest of the library will be placed.

A cardinal rule of libraries, as you all know, is to have a single point of control, yet the library will be very large and in an important city location. Therefore, we felt it was important to have more than one entrance. As designed, the New Main will have an entrance facing City Hall, one facing the existing library, and a third entrance facing Market Street. It faces both the city of the past—the symbolic center of the city, the city Civic Center—and the city of today and tomorrow, connoted by Market Street, the center of commerce and transit in San Francisco.

We used typography to separate the different entries. From the Civic Center, patrons enter by bridges at an upper level, and can look over to see the rest of the library unfold. Bridges bring people around the central top-lit atrium, descend one level, and merge with the Market Street entrance, from

which everyone proceeds through the security point into the library.

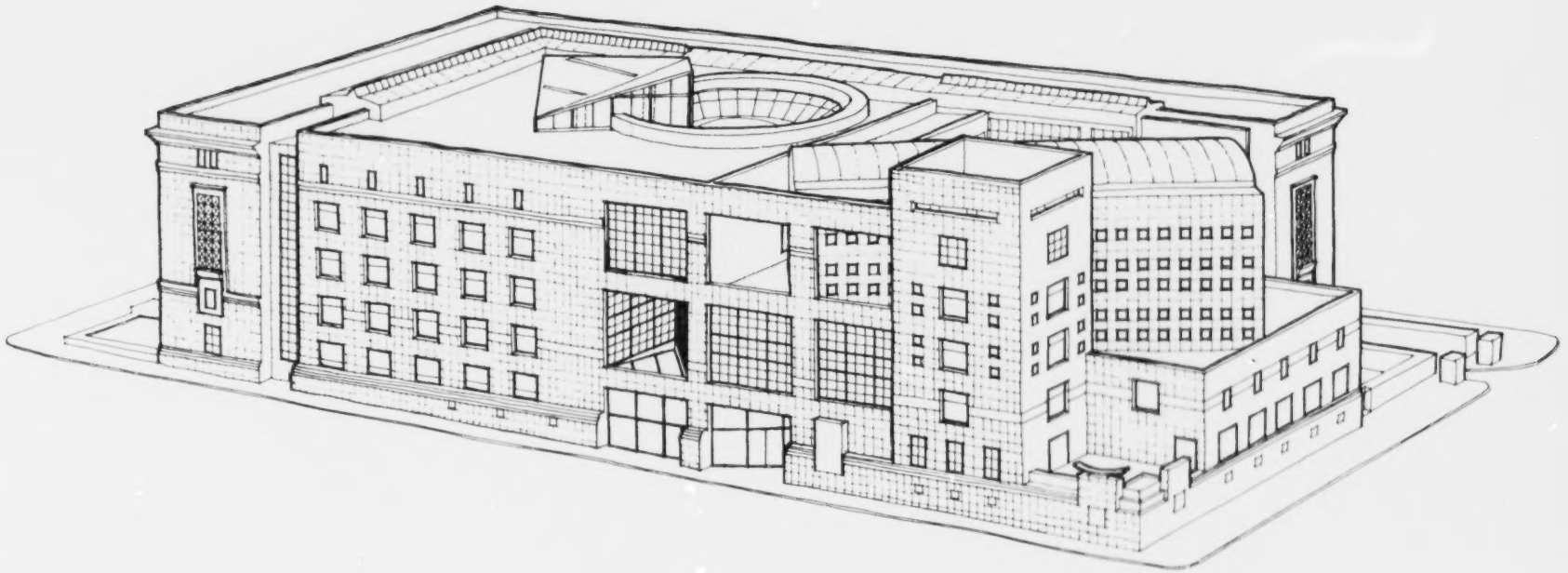
We wanted to have a reading room, and that is oriented to relate to the Market Street geometry, as are the closed collections. The reading room penetrates the atrium space, reiterating the urban geometry of the project, and is suspended over the third floor. The floor-to-floor height of this library is generally fifteen feet, because we had to fit a lot of program—376,000 square feet—into an 80 foot height limit. But the low ceiling is relieved at a number of points, including at the reading room and at one of the street spaces that separates the stacks and the reader spaces. You cross to these spaces on bridges that are metaphorical and also practical.

Elevators serve all floors of the library, but we also wanted to give shape to the circulation system, because that is a key element of any library. Thus, we have a great stair that penetrates the atrium, creating what we call an "architecture of movement."

The granite walls of the library include our "Homage à Labrouste" with great windows and smaller windows down below. A second contextual wall faces City Hall. The two remaining sides are contemporary in style and face the city of the present and future.

This building, like the existing library, is made up of parts, and we've been careful to express those parts—public entries, open stacks, the great hall, the staff work spaces. All spaces will have a great deal of controlled natural light, including the staff work spaces, often ignored in library design. Roof terraces at various levels will allow the staff to step out and enjoy San Francisco's delightful climate.

Libraries should be thought of as broadly as possible, particularly as advances in technology increase their ability to move out of the physical space. Libraries will maintain their importance for us as social and community centers, as places for meeting and interaction, as the locus for scholarly work in a community of scholars, and as centers of culture and intellectual life. Whether public or academic, libraries are symbolic of the collective life of the mind, where people will continue to learn in old and new ways.



THE SAN FRANCISCO
MAIN LIBRARY

Illustration provided by Pei Cobb Freed and Partners and Simon Martin-Vegue Winkelstein Moris, Associated Architects.

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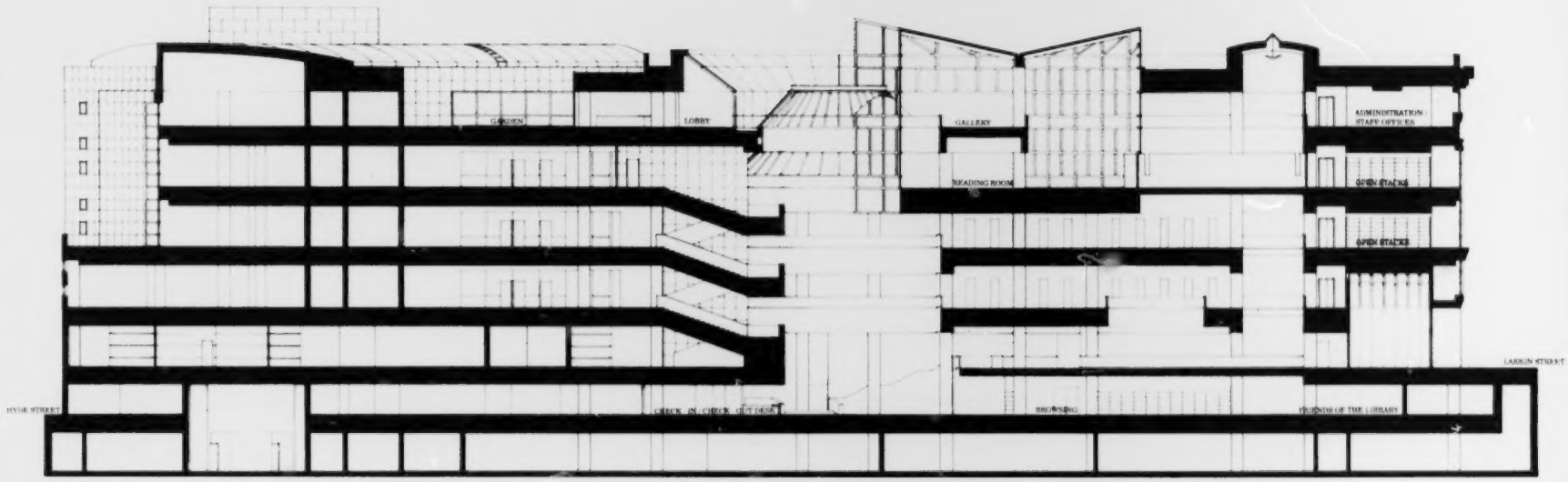


E-W Section Through Main Hall

THE SAN FRANCISCO
MAIN LIBRARY

Illustration provided by Pei Cobb Freed and Partners and Simon Martin-Vegue Winkelstein Moris, Associated Architects.

A NEW LIBRARY FOR QUEEN'S UNIVERSITY: DESIGN AND PLANNING FROM THE ARCHITECT'S PERSPECTIVE

THOMAS PAYNE
Kuwabara Payne McKenna Blumberg

Let me begin my remarks by admitting to you candidly that I'm probably not in so good a position as most of you in this room to predict future trends in library planning and design for the 21st century. You are the experts, and I'll probably learn more from you today than you will from me. That's not new in my profession. Nevertheless, I've been hired, through an international competition, to build a new "library for the 21st century" for Queen's University. I believe we developed a very serious proposal, a compelling scheme, and one that deserves your attention today. I will attempt to show how our architectural proposal relates to issues of site and context, program requirements and uses, and finally, the matter of physical form. I will try to comment, where relevant, about anticipated changes to the scheme that are the result of a collaborative process with school and library administrators. This process is really just beginning. We've had a wonderful start, with exposure to two of the leading library consultants in North America, Margaret Beckman and Nancy McAdams, and I'm looking forward to the collaborative work.

If I were forced to choose one theme to describe our approach to this challenge, I think I would use the term "bridging;" and in our project I believe this bridging phenomenon operates on at least three major levels. The first level is bridging between the past and the future. Probably more often than anywhere else in America, university campuses are among the finest complexes of buildings in open space that we have. We've sought to link our project to the great tradition of building for permanence and enduring value that has been a hallmark at Queen's over the years, and also within the broader tradition of collegiate architecture in our culture.

Robust stone walls, copper roofs, common alignments, courtyards, vistas, composed interior and exterior space—by combining a sensitivity to these traditions with a vital new building language, contemporary in every way and embracing all the best of new technology, theory, and practice, we translate the building craft into an emphatically modern idiom. This is bridging between the past and the future, trying to find the vital links between the tradition of Queen's, the larger tradition of collegiate architecture, and a new facility plan for the 21st century.

The second level is the bridge between the institution and the community. It is important not just to major research libraries or major civic libraries, but to all cultural institutions. There is probably not a major institution in North America today that has not strengthened and nurtured its relationship to the broader community within which it resides, even if ten years earlier it had acted autocratically and unilaterally to accomplish its goals. There is a need to find a balance between institutional goals and neighborhood requirements, and our scheme emphatically responds to this new political reality by embracing the needs of community and campus as synonymous. We may have had an easier go of it than some of you who are contemplating building programs, because we're not interfacing with a terribly complex and heterogeneous context. It's largely a residential fabric surrounding the site to be occupied by the new library.

The third level of bridging is the connection between two apparently contradictory spatial typologies. That is the opposition between the need for flexible universal space and the potential to make figured room-like interior environments. There is an essential need for this flexible, malleable, almost universal space able to accommodate any program through the reorganization of furniture, as well as the need to create interior spaces of character and distinction.

Queen's is one of the great universities of North America. It has been in existence for almost 150 years, and it has 12,000 undergraduates and 5,000 graduate students. Our assignment was to incorporate a 200,000 square foot building near the center of a very mature campus environment. We began early this year, and the first phase, "program and concept verification," will lead us very shortly to full schematic design work.

A competition is a wonderful opening to table big ideas, but it also puts an architect at a disadvantage because he has no contact with the client. Rather, the contestants are in contact with the consultants, and the architects don't have a

chance to discuss issues with the client in the early phases of work.

Our charge was to create a "world-caliber building" that would have a very sensitive relationship to the context and the traditions of the campus. Although it is primarily research-oriented, it is also a library for the entire undergraduate community. It relates to an existing facility, the Douglas Library, located across the street.

The Douglas Library carries within it all the technical services component of the library activity, as well as special collections and the reserve reading room. It will absorb a big part of an expanding technical and science library. The building we designed, therefore, will encompass the humanities, the reference collection, maps, and documents.

(Slides were shown which correspond to the following text)

Queen's is a wonderful campus situated on Lake Ontario in the City of Kingston—population 300,000. Over the years, the main campus of Queen's has been built in robust, rough stone, quarried locally at first, then in Indiana. There is an exuberance to the architecture.

The Douglas Library is an explicitly Gothic building. The building is now approximately 70,000 to 80,000 square feet after its expansion. It's like an iceberg, though; underneath the building are four floors of stacks. That has been a source of concern for students and staff, because it's understood to be a place where women, especially, feel uncomfortable. Thus, there was a great emphasis to put the larger part of the new building above ground.

We were told very explicitly that we should be looking for something a little more collegial in terms of the architecture. Our site is situated at the head of University Avenue, across the street from Douglas. Strategically, the new building will be a new northern threshold to the campus and command a wonderful relationship dealing with east-west approaches in a very dramatic way.

We think that university campuses should be composed of figured open space, not space left over between buildings. Campuses are clearly a pedestrian precinct; even though students drive, they generally walk between classes and so we have to be very careful and concerned with the way people move about the campus. Pedestrian networks should be more than just means of egress to get people away in the event of a fire or to connect two points. They are often social catalysts in the life of the campus. The campus is also a place where, traditionally, there is enchanting landscape, and a place where people expect to see extraordinary architecture.

In the library there is a place for great rooms that celebrate the history of the use of printed material, but also we feel that there is no incompatibility between comfortable accommodation and architecture. Almost every university that I know has a tradition of encrusting the buildings with commemorative information or symbols, and we believe that is something that can also be reintroduced in our library at Queen's. Finally, we think that the building should be spiritually uplifting. It should be a building that affects people who walk by it, who come into contact with it.

The new library will be separated from the downtown of Kingston by a lovely park that has, at its head, a courthouse building. Our site relates very strongly to the heart of the campus, University Avenue, and is bounded by university buildings on three sides, with the residential community to the north. As you walk up the street, there is a very interesting evolution to the buildings. They are all the same, in terms of their material palate, and yet, they differ fundamentally, in terms of the architectonic treatment, from Romanesque to Victorian to Gothic. You arrive at the intersection where there is a tremendous amount of energy on the street as people move back and forth between the student center and the library. Our scheme responds very directly to that situation with a round corner element that serves as the entrance (see illustrations on pages 17 and 18).

We have played on an idea that really is an inversion of the classical quadrangle where the books are in the middle, in a stable, central building element. The books are at the core of a building that soars out of the center, with a series of articulate rooms around the perimeter. The front of the building, in addition to having an art gallery, should also have a café. We think that the library is an environment for socializing, for study, and even for sleeping.

There's a virtual column of space that stretches up the street, where the buildings all hold the same alignment to the street, and there is similarly a common face to the buildings that stand to the east and the west, along Union Street, and so we're pinning that point of entry into a very sophisticated context. Our building has an arcaded surface on the east that could eventually be expanded to extend to the north; then more tranquil study pavilions are on the west. What I call a "loggia" at the front will encompass a café, an art gallery, and access to computer services.

It's a very accessible building, entered at ground level rather than from four- or five-foot stairs like the rest of the buildings on the street.

This makes the library especially accessible to the handicapped. The reference collection, with a lot of the computer accessing program elements, computer advising, microforms, and current periodicals, is also on the ground level.

The second level is devoted to bound periodicals, part of the monograph collection, and the major reading rooms. Two levels above are for the monographs, the humanities collection, and reading positions on the perimeter. We felt that rather than have one single large reading room, the reading rooms should be more delicately scaled, more intimate, more approachable, more on the scale of the smaller libraries that people admire so much.

The corner element is clearly a unique object in an octagonal building fabric. It stands out in the space of the street interacting with people as they approach from either north, south, east or west, and we have incorporated above it a reading room that could potentially have fireplaces. Above this is what we call the "Tower of the Winds." It responds to street noise and to the winds, to any kind of movement and energy in the environment and makes this wonderful display through programmed lighting. We thought that maybe the library could develop, in the tradition of the old clock tower, a daily programmed lighting event to signify both the beginning and end of the day.

Our building deals with the fairly complicated issue of relationship of scale. There is a major three and a half-story institutional fabric on the campus to the south and to the east, and yet on the western boundary and to the north are relatively small houses. We wanted to scale down the building, knowing that there would eventually be open discussion about relationships of scale and texture. On the left side, above the corner where you enter, we're proposing a round reading room that has bay windows and fireplaces. This will potentially be a room used for special events. Two garden reading rooms along the east side will reach up with large windows, drawing eastern light into the reading area. There will be a graduate study reading room to the south. The emblematic window, on the face of the body of the building, represents the position for a generous reading area associated with the stacks on the upper level. The reading pavilions, on the right hand side, have been radically altered, in terms of the current scheme. The idea is that there's a layering of activity, from the noisier and more active to the tranquil.

The exterior of the building has a strong, clear composite. The nature of the interior of the library has been changed since our original design was accepted, to comply with library needs that we didn't know about earlier, but it is still accessed from the central drum, where these large angle nooks that represent the shape of the fireplace base above would be waiting places for students meeting friends or professors.

The loggia area is on the south face of the building and you pass through that into the secure center of the library where the circulation is organized along a spine. Everything is accessed by a spine with the stairs and the elevator in the middle. Since we proposed this in the competition design, we're reconsidering the options after engaging in discussion with a very mature team of consultants and users. Our scheme was very clear and logical, in terms of organizing program. There would be four reading rooms on the east side, a spine down the center of the books, and a general transition from the more active to the more contemplative. We have decided to eliminate some of the planned areas, however. We have considered all kinds of reorganizations of stair components and we have been forced through the limitations of budget to reduce the amount of articulation on the west side, so we're rethinking the gardens.

We are radically rethinking, without losing the original ideas that led our plan to win the competition. One of the things that mattered a great deal to us was that people, upon entering, would see the collection, would understand that it's a four-story building, would see the reference and circulation clearly at the ground level, but would still understand the various destinations available within the upper levels. The challenge of a competition scheme is to know how to play ball once you get into the second part of the game. We think we're making some serious progress. We've completely rethought the grids to reflect the size of the collection, incorporating the wisdom of our engineering consultants.

Our building stands back from the street, to preserve major maple trees that stand on the site to the east. The light is drawn in from high in the east side principal reading rooms, so we don't have to deal with fairly extensive sun screening devices. We've carved the landscape away on the western side to draw light into the basement level.

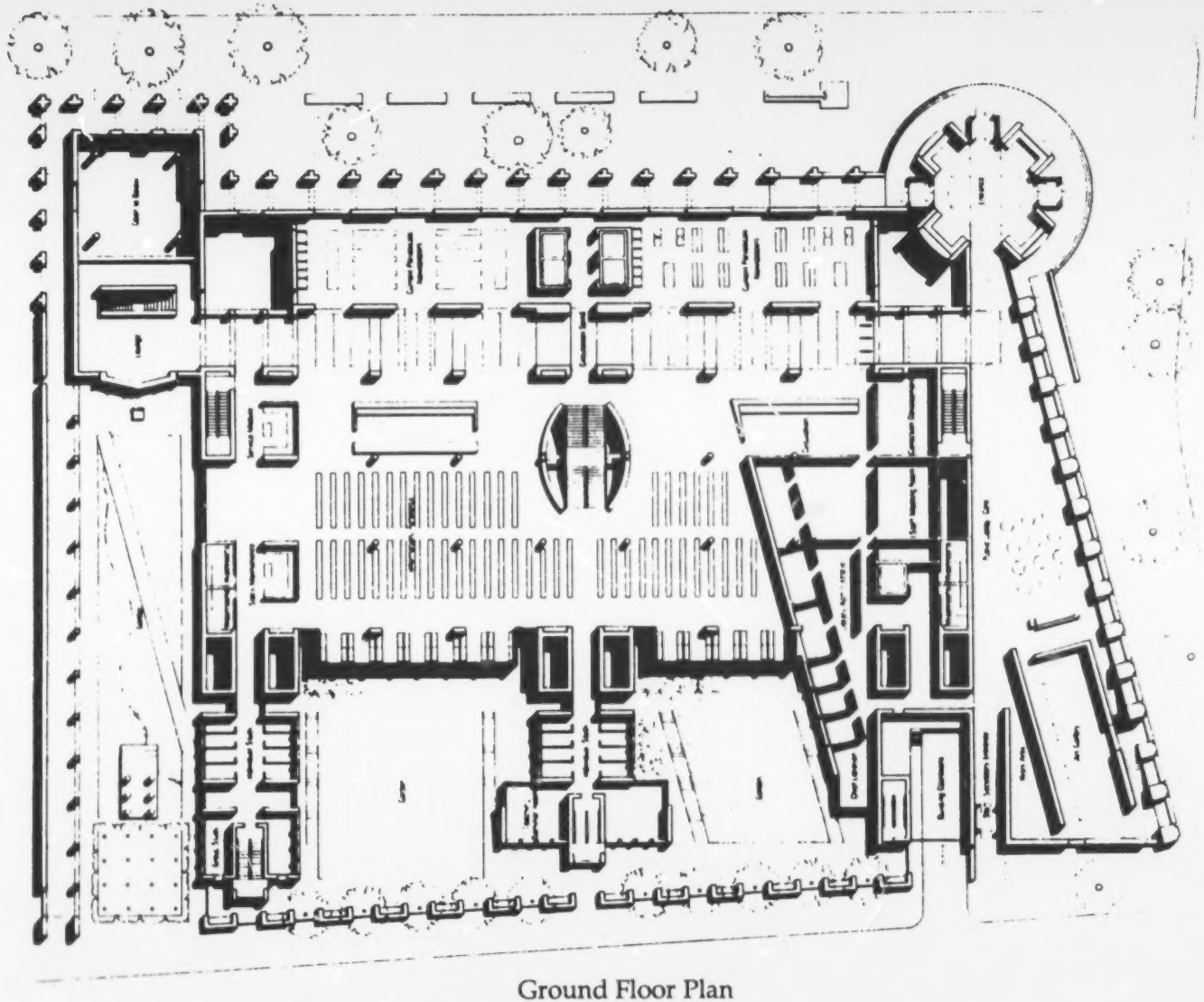
We have ultimately to accommodate 1.5 million volumes. One of the challenges is that the building has to expand. The basement currently, in the 1995 plan, will have to accommodate quite a substantial amount of area devoted to what we refer to as 'other.' University activities will, on a short term basis, occupy that floor, requiring independent access. We also have incorporated into the library program a major computer services component, which is not just computer instruction and consulting, but computer sales and services as well.

We think that we have an opportunity to create something here that doesn't exist in the world, just as the major architects of the last decade or two have explored new interpretations of classicism that have a kind of incredibly contemporary edge to them. Here is a chance to do something that is really fresh. Our material strikes a resonant chord with the campus.

We have determined that we have three or four choices of limestone. We're looking at quarries in Canada and in America, and we're proposing to use a teak-clad mahogany window manufactured in Maine to provide a kind of warmth. Then, the finial elements that are such a big part of the exterior expression of the building will be created from a combination of formed metal pieces, either copper or aluminum, that are pinned to the outside of the building, covering the window caps. They will be used in combination with major pre-cast elements that will be hoisted by crane to the exterior. Little jolts of copper and aluminum will be used to provide a bit of life and animation at the street level.

Finally, we are creating gardens at Queen's—a very extroverted scheme that throws a lot of its activity to the perimeter of the building. We see the library and the gardens working very closely together. We see a very simple palate of materials where walkways express where people move. All the mature trees that are on site and worth protecting will be preserved and produce something that will be timeless and enduring.

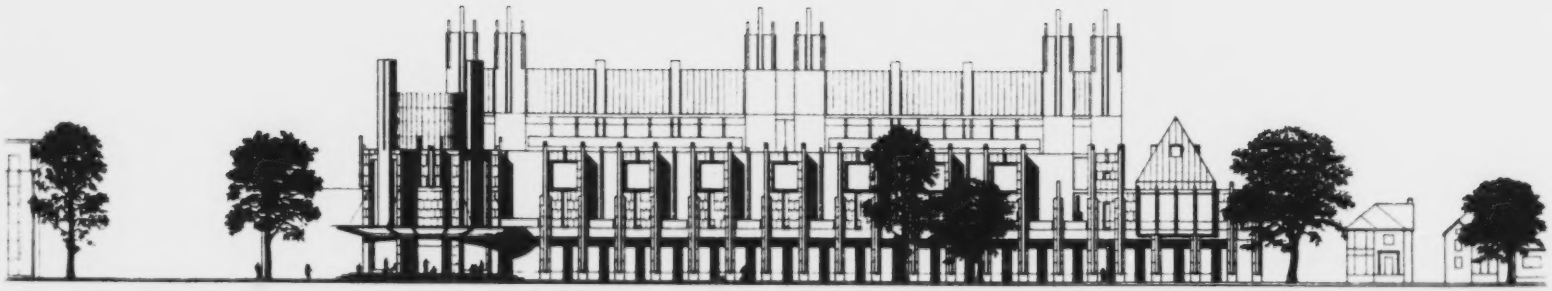
We think our building looks to the future and anticipates the next round of expansion at Queen's. Ultimately, I think it is the role of the architect to find a balance between often competing tendencies: the functionality, fit flexibility, architectural expression, and architectural quality. We must find the harmony between the need to create memorable, spiritually rewarding spaces that add to the culture of architecture, but within a framework that permits future change and enhancement.



Ground Floor Plan

QUEEN'S UNIVERSITY LIBRARY

Illustration provided by Kuwabara Payne McKenna Blumberg Architects
Moffat Kinoshita Associates, Inc.



University Avenue Elevation

QUEEN'S UNIVERSITY LIBRARY

Illustration provided by Kuwabara Payne McKenna Blumberg Architects
Moffat Kinoshita Associates, Inc.

THE CHANGING AXIOMS OF LIBRARY PLANNING

NANCY McADAMS
McAdams Planning Consultants, Inc.

Many of you have been involved with planning a new library building or major renovation, some of you several times. Even if you haven't, you undoubtedly are aware that we librarians believe in a number of planning premises: the conventional wisdom of library planning.

You probably don't quite know where these facts and ideas came from, but you do know about them. More than likely, most of our knowledge stems from writings from the 1960s and '70s by the pioneers of North American library planning, Keyes Metcalf and Ralph Ellsworth, whose books provided invaluable guidance to librarians and architects who had to plan lots of new libraries very quickly, during that heyday of campus construction. There wasn't much of a literature of library planning before that time. Some of what we know stems also from methodologies that were developed during the same time period and distributed in planning manuals by such organizations as WICHE (Western Interstate Commission on Higher Education) and the university system administrations in California and New York.

Whatever the means by which librarians have compiled this body of knowledge of library planning, our question today is this: is what we know about library planning still valid? I would like to direct the question to some statements of library design that deal with the overall distribution of functions in the library building, then to examine some of our long-standing space standards and technical criteria for the academic building; then to look at one particular aspect of the planning process, the building program, and finally, to consider briefly the role of the library building in the campus plan itself.

The late Bill Caudill of Houston, an architect who founded the architectural firm CRS, was near the top of my personal short list of heroes of architecture. After his death, some of Bill's staff at CRS put together a little book of his writings. His staff called these writings "TIBs" for "This I Believe" statements. One of them, dated 1967, is relevant here:

> When I was in school, my professors did not mind in the least using the term 'principle.' I took a course called 'Principles of Architectural Composition' and we were given certain laws that governed composition. Now, architectural teachers and architects use the word 'principle' very little. Apparently, we're scared that our 'principles' might turn out to be cliches.
>
> We need to do more thinking to rediscover principles, so that we can design from a solid base.

Principle number one is the principle of the "Centrality of the Card Catalog." In the olden days when every library had a card catalog and it was the single and only record of everything the library owned, the unbreakable rule of planning was that the card catalog occupy the central position on the major floor. It had to be quickly reached by the public, by the reference librarians, and by the technical services people, who created it and maintained it and used it constantly.

The online catalog has taken over the card catalog's role. The units of the online catalog can be located wherever they're needed, inside or outside the library building, and if anything at all remains of the physical card catalog as an artifact, it can be moved to a less prominent place in the building. Technical services can be disconnected from that central location, and can move out of the building, or even off the campus. What, you may ask, should now have primacy of place? What should take that central position?

Principle number two is the "Correct Entry Sequence." The cookbook approach to planning the major floor calls for placement of the reference service point on the right, as you enter the building; and the circulation desk on the left as you enter, so that it's on the right as you leave. The card catalog, or its successor, should be in view, as you move into the building and toward the stairs or elevator. Now that we're freed from the principle of centrality of the card catalog, planners can use a variety of arrangements for the major floor. The circulation desk still needs to control the exit lanes, but it can occupy either side of the entry level. Reference desks are pulling away from that front door position; with their business and noise, they're moving behind glass walls, and sometimes even leaving the

major floor. They leave behind some kind of a surrogate, a self-service locator or directional assistance desk in the entry space.

Principle number three is: "Build for Twenty Years Growth." Metcalf, in the 1965 edition of his monumental book, *Planning Academic and Research Library Buildings*, said: "It is generally unwise to build deliberately for a few years only." I submit it's impossible to do otherwise today, for many reasons. Building costs are so high that capital planners, legislative budget officers, fund raisers, and potential donors suffer from extreme sticker-shock when faced with a proposal for a library building programmed for twenty years of collection growth. There are too many competing demands for building money from academic departments that are even more expensive than ours. There are, among us, many academic administrators who really do believe that the volume of print will abate, that books and journals will price themselves out of the market, or that there will be some kind of a miracle cure for library growth, and they should keep their options open. The twenty-year-growth rule is being replaced with one that sounds more like "Plan for ten years" or "Plan for seven years from the date of occupancy" or even "Build for incremental expansion."

Principle number four is: "Flexibility of Space Use." The planning premise that gave rise to the modular library buildings in the 1960s and '70s grew from the difficulties of adapting the traditional fixed-function libraries of previous decades to the changing educational goals and service patterns of the libraries of post-World War II years. Flexibility of function, which the modular buildings were to give us, calls for interchangeability of space use—for collections or staff or users—through a uniformity of interior space and a minimum of permanent walls. In other words, wide open space, lighted to levels suitable for reading, is necessary. It should be air-conditioned for user and staff comfort, and capable of holding uninterrupted arrays of book stacks.

Buildings designed this way ended up being over-lighted in the stack spaces and over-engineered in the people spaces. In practice, most of these buildings have gone through significant functional changes; but, in most cases, they've simply filled up with book stacks and partitioned themselves off into staff offices. Almost always, reader space has been converted to collection space or staff space. It very seldom happens the other way around.

The new definition of flexibility, then, is somewhat different. It means the ability to trade out user equipment and operating systems through the life of the building, the ability to reconfigure staff areas as organizations and processes change, the ability to change the formats that are to be housed and used and the services to be given, and the ability to segment physical access to those services and resources and to the building itself.

Principle number five is: the "Mixing of Users and Collections." It is actually a corollary to principle number four on functional flexibility, and it also is rooted in educational policy. Perhaps we thought that students would gain knowledge just by their exposure or proximity to books, sort of through osmosis; in reality, many students like to study in the stack areas of libraries, maybe because of the relative absence of distraction and the acoustical properties of filled bookstacks. As Tom Payne mentioned, we know that students also like to sleep, eat, and hold private conversations. Changing attitudes about the preservation of library collections, and about the need for hands-on access to huge masses of material, have challenged this planning premise. Much current planning is now directed to facilities which separate users from collections, in order to provide the most appropriate and most cost-beneficial environment for each.

Let's consider standards and criteria. Standard number one deals with "User Space." The academic library should provide seating for a third, a fourth, or a fifth of the full time student population. The correct fraction depends on the character and the educational aspirations of the institution. This is from the *ACRL Standards for College Libraries*, Formula C, the 1975 version. The formula also said that each user space should be allowed twenty-five assignable square feet. Even though it was intended by ACRL to apply only to college libraries and to be used as a measure of adequacy, the ACRL standard has been widely adopted by state agencies as a planning guideline for community colleges and master's-level institutions, as well as for colleges.

ACRL revised the formula in 1985. They dropped the one-third fraction—the higher seating component—but they raised the space allowance from a flat twenty-five square feet per station to twenty-five or thirty-five square feet, in recognition that there is more space needed for microform readers and audiovisual equipment and computer terminals. The problem with this standard is that seating for one-fourth or even one fifth of the student population is still way too many seats, especially for those campuses with large percentages of commuting students or employed students, or students older than the traditional college age. Take note of a fact reported in the *Chronicle of Higher Education* in January 1989:

> Only two million, or about seventeen percent, college students nationwide live on campuses; the rest are commuters. [That's 83%] The majority of undergraduates who do not live in institution-owned housing include those referred to variously as adult, non-traditional, part-time, returning, and evening students, as well as the 18- to 22-year-olds who live off campus in rented rooms or apartments, or in their parents' homes.

These are not students who spend hours and hours occupying seats in the library. They use the library in little bits and pieces of time between classes and before class, as you all know. When classes are out for them for the day, they're gone, and all those seats in the library are empty.

Standard number two deals with "Staff Space." The space allowed for staff and services should be an amount equal to one-fourth of the total of reader space and collection space. This one also comes from the *ACRL Standards for College Libraries*, Formula C, 1975 version. It worked fairly well for the very small library with a small collection, or for the new library with a rapidly growing collection and a relatively large staff, but for the medium-sized library, it's too much staff space. ACRL recognized this and it changed the 1985 version from one-fourth to one-eighth of the total of reader and collection space, but the method breaks down if the library intends to use compact storage for its collection. The formula yields a smaller amount of staff space if compact stacks are used, even though the size of the staff is the same whether the library has conventional or compact stacks.

A couple of technical criteria come to mind. Criterion number one, in the category of structure, is the "Size of the Building Module," that is the structural bay size. For at least three decades, the accepted practice in library planning has been to arrange the stacks on 54" centers, (4' 6", from center to center), and to design the building structural system on a module that is a multiple of that 54" dimension. It works out to 18', or 22' 6", or 27', and so forth, so that you get efficient bookstack layouts.

This plan worked extremely well until state and federal regulations for access by the handicapped began to require 36" aisles between the bookstack ranges, as a minimum. The old 54" spacing, with the 20" wide stack base, produced only a 34" aisle. So the structural module for new buildings now needs to be a multiple of at least 56" (4' 8"), and that changes the bay size from 18' to 18' 8", from 22' 6" to 23' 4", and from 27' to 28'.

Some planners, to play it safe, are increasing the range spacing a little further, to 4' 9" or even 5', and enlarging the bay even more. The end result is a slightly less efficient building, in terms of net growth ratio.

The real problem occurs with additions and renovations when the stacks in the existing building have to be re-spaced to meet the current handicapped access code. The end result is a really inefficient stack layout and a significant loss of storage capacity.

Criterion number two also deals with the structure: the "Floor Loads for Bookstack Loading." The accepted practice for designing live load for library stack areas has long been 125 to 150 pounds per square foot, based on requirements in the national building code, the Uniform Building Code, or on state and local codes. Occasionally, a library would require that a portion of the lower floor be constructed to carry 250 pounds per square foot, in case the library might someday need to install compact stacks. Now, the likelihood is so great that the library will need to use compact stacks to get more stack capacity before you can get more space, that it seems imprudent not to design for 250 to 300 pounds per square foot in any designated stack area, wherever it can be done without much extra cost.

Criterion number three covers "Fire Protection and Security." Through the 1970s the accepted practice for library fire protection was a combination of things: smoke detectors, alarms, fire hose cabinets, and hand-held extinguishers. Sprinklers were anathema, the method of last resort. Exit doors were fitted with surveillance cameras and intrusion alarms and delayed-action locks that made it hard to get out, even in an emergency.

The use of sprinklers has now become routine, as they are mandated in many jurisdictions by the fire codes. Those sprinkler systems are coupled with an array of life-safety devices, such as automatically unlocking exit doors when a fire alarm is activated, and the linking of fire alarm signals with air conditioning controls. The purpose of fire protection has shifted 180 degrees from protection of the property, the building, and its contents, to the protection of human life. Many of us still shudder at the thought of sprinklers in the library, but it's inevitable. Fortunately, both sprinkler equipment and the control systems have become more reliable, less destructive, and we have learned how to deal with wet books.

I'd like to discuss the changing role of one part of the planning process in which the library administration is likely to be the most actively involved: the building program. In the 1960s and

'70s, when so many libraries were designed and built, it was customary for the librarian to be asked by the academic administration to prepare a program of requirements for the building that could serve as an instruction to the architect and the architect's engineering consultants. The expectation was that the program would be handed off to somebody who would convert it into a building design. There was not much communication with the library administration, so the program had better ask for everything the library could ever want, whether it was possible or not.

The programming process now is much different. It's liable to be a two-step process, the first step being the development of a conceptual statement of need that serves as a request for funding. The second one, assuming the first one is approved, is a detailed document that defines the specific requirements for the building. The preparation of either one might be done by the library administration, by a planning committee, by programming specialists, or by an architectural firm doing programming as a pre-design service. In any case, the library staff and the library management are active participants.

In addition to providing the design guidance, this new kind of program firmly fixes the scope of the project and sets the budgetary limits so that both the architect and the client become accountable for the results. The client can measure the success of the architect's work against the requirements of the program, and the architect can demonstrate that the client's requirements have been satisfied.

To conclude this discussion, I'd like to refer to the theme of this program, "The Library as a Place." Sixty years ago, the architectural purpose of an academic library was not just to be a library, but to be a landmark; the most outstanding physically dominant building on the campus, the focal point of all the vistas, the symbol of the institution's academic pride. It was a place, all right, at least on the outside. Thirty years ago, with the rejection of "monumentality," the library building became a kind of nonentity, self-effacing, bland, low profile, with little or no architectural distinction or style. It could easily be mistaken for any other academic building on the campus. It seems to me it was a non-place.

Now, we're looking for a happy medium, sort of a vision of the library as a community center that would be compatible in scale with the adjoining buildings, its size and height would fit in with the streetscape in an urban setting, its forms would contribute to the texture of the campus. But with today's library designs, there is definitively more balance, or composure or presence. There's a refinement of detail, inside and out, that gives it a welcoming quality that suggests it is not just any place; it is a special place, this is the library.

NEGOTIATING THE ROCKY SHOALS: THE POLITICS OF BUILDING A LIBRARY

JAY LUCKER
Massachusetts Institute of Technology

I'm pleased to have been asked to speak to ARL about the politics of library buildings. I've been doing building consulting for a long time. I've worked on about two hundred projects; although I have to say, in nearly thirty years of consulting, I estimate that about 40% of my projects have never resulted in a building. One of the frustrating things about working on buildings is that you do a lot of programing and planning and then the building is never built. You have to accept a certain amount of frustration.

I want to talk to you about the stakeholders in library building planning and what are their goals, discuss some of the major political traps and difficulties, and impart some guidance on how to deal with them.

Academic institutions like to have guidelines for everything. I have a list of the characters involved. First is the administration—the president, the provost, and the planning officers. The administration's goal is to keep the cost down and the quality up. Obviously, they would like to have the best building possible, a landmark work, and it shouldn't cost more than $5.00 a square foot.

The administration has to deal with the fact that libraries are difficult to raise money for. We don't have an alumni body; we have no graduates of the course. It's difficult to find money for library buildings and for a lot of the operations libraries house because it's hard for people to identify with the building. How do you name the wiring of the building after somebody? There is also very little foundation support. There isn't much money floating around from foundations for libraries.

There are some administrators that are really committed to new library buildings and, if it weren't for the presidents, provosts, chancellors, and academic vice-presidents on many of our campuses who really believe that it's important to have libraries, we probably would never have built anything.

Second, the trustees also have a role to play. Unless the trustees are committed, for some arcane reason, to support libraries as buildings, or they have a particular desire to support a building, it is usually difficult to get them very enthusiastic about libraries. The trustees get worn down by all the problems that a university has and by the time it comes to think about the library building, they've been eroded. They also tend to have simplistic solutions for complicated problems. As you know, for every complicated problem, there's a simplistic solution, and it is always wrong.

The trustees have these solutions for problems, and they inevitably raise the issue of technology, which I characterize as the "world on the head-of-a-pin." Many would like to believe that you don't need to build more libraries, because all the information that's ever going to be needed by anybody can be put in a computer and stored on the "head-of-a-pin." Or they have other simplistic solutions like: share resources with other libraries, don't buy as many books, "weed," or store.

The trustees tend to see the issues primarily in terms of money and, if you're going to try to get trustee support for your building, or major expansion, you have to get a champion, somebody on the board who can influence others, because there's a high level of ignorance among the trustees about libraries, in general, and about buildings in particular.

Third, individual donors have a role to play. They very often are the key to getting the building built. If you can find a donor who would like to build a building, don't let him or her go. If necessary, entomb the donor until the building is built, because there aren't too many of them around. The honoree very often has a fixed notion about what he or she wants and it never matches the library's needs. Regardless of what you want, the donor will want something else. There has never been a recorded case, in the history of American academic libraries, where a donor's desires and wishes matched the institution's. In the process, the idea is to get the donor to change his mind to support what you want. Donors want as much building as possible for as little money as possible, much like the administration. Obviously, they want their names on whatever it is they support, regardless of how little money they provide.

One of the issues with donors is: how do you price the various parts of the building? It is an interesting process in which you try to allocate various costs to the project. For example, if a building costs ten million dollars, how much does it cost to name the whole building? The answer is

not ten million dollars, by the way. Many building names are sold to donors for about half the cost of the building. Many have been sold for a lot less. The problem is that the lower the price for selling the whole building, the more difficult it is to raise the rest of the money. If you name the whole building after XYZ and you only get half of the money, how do you get the other half, and what do you name after the other people? You may have the XYZ Library and the ABC Reading Room, and so on. You will have all kinds of problems in packaging the building to get all the money possible.

Ideally, you'd like one donor to fund the entire project, which saves the problem of naming anything; it also saves the problem of raising a lot of money, it reduces the size of development staff to nothing, and it makes the dedication ceremony a lot easier. But, of course, there aren't too many of those people around. Where are the Beineckes of today or the Sterlings or the Firestones, when we need them?

What's easy to sell are public areas, reading rooms, reading areas, oases: these are separable, identifiable spaces. Rare book rooms make wonderful sales. It's easy to sell individual carrels if you can put some sort of a mark on them. It's difficult to sell technology and hidden things like air conditioning. Librarians' and staff offices are also harder to sell, because they're not visible, they're not public areas.

How do you identify people who give small amounts of money to a building? If you're in the process of raising millions of dollars and you get lots of hundred dollar gifts, what do you do with the people who give you a hundred dollars?

Selling renovations is impossible. Only the most altruistic people will give you money for renovations where there's really nothing that shows when you're all done. The building works better, the books aren't going to fall apart, the staff is happy; everything works, but there isn't anything to put a label on.

Once in a while, you have to be careful about gifts. There's been one recorded case where the donor said, "I will build you a new library if you put my wife's collection on the top floor." The institution very much needed to have a new building and they weren't quite sure what this collection was, but, given the fact they hadn't been able to raise the money for twenty years, they decided to build it, and they put the collection on the top floor. It turned out that the collection was the single best botanical collection in the world—the Hunt Botanical Library. So you have to look at the other side of things as well.

What do the faculty want from the library building? They want all the books in one place, and in the most convenient location. They want the library centrally located, which is translated to "next to their office." They want a carrel, even if they never use the library. They want the material arranged in the way that they use it; that is, those who use current journals want them separate from bound journals. Those who use older journals want them all together. The scientists want the journals alphabetically by title; somebody else wants them classified. There is, obviously, no single faculty desire. They don't want to give up any space, by the way, that they occupy. They certainly don't want to give up the departmental libraries. They really don't understand the complexities of library buildings and, if that wasn't bad enough, the architecture faculty are generally the least knowledgeable and most prejudiced.

Students want a comfortable reading area. We've seen they want to put their feet up, they want to bring food in, they like to be able to sleep when they want, except for those students who really want to learn and would like the hardest furniture possible, because they believe that if you put in soft furniture, you don't learn. There is a theory of hard furniture: the only way education is accessible is by making it as difficult as possible to receive it. So wooden furniture has long been the standard for libraries, because the feeling was that if you sat on a hard surface, you were bound to learn, because you couldn't do anything else. Students don't really appreciate that very much. They would like extended hours and they would like 24-hour access. Once in a while, the students become the most important allies of the library, they may become the last sort of hope for getting a new building.

I was involved in a project in the Midwest where the inadequacy of the library was well known to everybody: faculty, state legislature, local people. Nothing happened until the students made the library addition their major project for about five years. They lobbied the state, provided comments to the student newspaper, and staged protests, and finally got the state to take notice. Now they're going to build a new building. It doesn't happen often, but it's gratifying when the students actually identify the library as a major need.

The library staff are very important players in this process. What do the library staff want? Well, first of all, they want everything on the first floor. There's never been a building program written for a library that didn't have everything on the first floor. That's fine if you have unlimited space, but it is difficult if you have to build vertically. As Nancy pointed out, they're changing spatial paradigms, but, nonetheless, there's an inevitable magnetic attraction for everything to be closeted around the main entrance. Years ago, the

staff said that everybody had to have access to the card catalog, therefore, you had a vision of a library with the card catalog in the center, the entire staff clustered around it, and the users buried in corners. Fortunately, the online catalog has made that less of a problem.

According to the staff, everything is dependent upon everything else, and it's very hard to make them realize that not everybody can be in the same place at the same time, although we're working on that one. Everybody wants a window, everybody wants a private office. On the other hand, staff needs are very important. After all, they spend more time in the building than anybody else and they need to be accommodated, not only in terms of space, but in terms of physical comfort. Regarding HVAC systems: we need to spend more time in the ergonomics of furniture. There are real correlations between the efficiency of people and their ability to work and the way that they actually sit and stand and operate in the building. The library staff are important in interior design, because they understand how things work and they need to be plugged into the process. Very often, the library staff are key players in the design of reference and information services spaces.

Finally, the director has a role to play in the design of buildings and additions. The director has to bring everybody together; the administration, donors, faculty, architect, campus planners, library staff, and students. The director is responsible for organizing the effort. The library, to be effective as a building, must speak with a single voice regarding the building. As the design proceeds, the library must be, at some point, identified with a single person. As the director, it's your responsibility, ultimately, to communicate to the architect and the planners exactly what you want, so that the architect does not receive mixed signals from the wide array of constituents. The director has to review all phases of the project and it's important to have wide staff participation and involvement, but at some point you have to draw the line.

Some of the rules that govern library buildings are rules that we're generally familiar with. The entire building process is subject to Murphy's Laws. A few of them are particularly appropriate for buildings, including:

> If anything can go wrong, it will.
> Nothing is ever as simple as it seems.
> Everything takes longer than you expect.
> If there is a possibility of several things going wrong, the one that will go wrong first will be the one that will do the most damage.
> Left to themselves, all things go from bad to worse.
> If you play with something long enough, you will surely break it.
> If everything seems to be going well, you have obviously overlooked something.
> If you see that there are four possible ways in which a procedure can go wrong, and circumvent these, then a fifth way, unprepared for, will promptly develop.
> Nature always sides with the hidden flaw.
> It is impossible to make anything foolproof, because fools are so ingenious.
> If a great deal of time has been expended seeking the answer to a problem with the only result being failure, the answer will be immediately obvious to the first unqualified person.

In addition, we have at MIT Murphy's Law of Thermodynamics, which is that things get worse under pressure.

One of the key concerns is whether to build or not. Do you need to build a new building or an addition? That's a major decision and it's the single most critical decision that you'll ever make, in terms of library architecture.

You need more space to grow, but there are countervailing forces operating against the decision to build. One is the myth of technology. People think that by the year 1980 or 1990 or 2000 all of our problems will be solved by technology. Therefore, the library doesn't need any more space; it just has to survive until that time. The thoughts are that the computer will enable us to store everything economically; resource sharing will compensate for what we can't store; print is dead, libraries are dead, electronic publishing will solve all of our problems; if you can't do anything else, you can always weed; or everything can be microfilmed. Lots of people believe that all of these things are possible, that they don't cost anything, and, therefore, we should do them.

I was involved in a project recently and an administrator at the institution who happened to be a Dean of Engineering, said he thought it was ludicrous to build a new library because the computer could solve everything, and he wanted us to take the money that we would spend on the building and use it to scan and digitize everything in the library. It turned out that the library that was being built was an architectural library and there were a lot of graphic materials and materials in color. We went through this process of determining what the cost would be to put everything in the library in

machine readable form, instead of building. We used microfilm, digitized storage, and color storage because it was architecture material that included plates and color. The bottom line was that, instead of the seven million dollars for an addition, digitizing the same number of publications that would be stored in that addition would cost thirty million dollars.

In figuring out that particular system, we had to use a lot of mathematics, and we used something called "Skinner's Constant," which is also subtitled "Flannagan's Finagling Factor," which is: "That quantity which, when multiplied by, divided by, added to, or subtracted from the answer you get, gives you the answer you should have gotten."

Other issues involved in the decision have to do with things like storage. Whether it is compact storage in the existing building, on-campus storage in less expensive space that exists, remote storage, as in the case of the Harvard depository, or shared storage, as in the case of the University of California system—it is a viable alternative to building if what you primarily need is storage space, and if you can convince people that they could access material just as well off-site.

The ability to sell storage as an alternative is a direct function of the half-life of the material used in each discipline. Engineers are more likely to accept storage as an alternative to on-site access, because the half-life of engineering literature is one year. On the other hand, historians, art historians, classicists are less likely to accept storage because the half-life of their material is unknown. Life sciences and chemistry faculty will accept a portion of the collection off-site. Geologists are working on information that's two million years old and, after all, who cares about the date of publication. All the mathematicians feel that their material goes out of date less often.

Selling the concept of off-site storage is difficult. On-site storage is also a problem, because there are costs involved in allowing access to the collection, staffing the building, and using compact shelving. Nancy is quite right that you should build for potential compact shelving, but you should also realize that even when you can build for compact shelving with floor loading, it doesn't cost any more. The shelving itself is very expensive. Current estimates are that compact shelving costs about two and a half times regular shelving, but only provides, at a maximum, double the storage space. If you don't have the space to put the shelves up, however, it may be the only solution. In connection with this storage facility, there's a rule called "House Law" that every man has a scheme that will not work.

Another major decision is whether to build a new building or an addition? There are a lot of factors associated with this, including whether or not the existing building is worth saving. There are buildings that would be better torn down. Will the renovation result in a better building? Would the money spent on renovation be better used in a new building? Can the building be added to effectively? Many of our buildings were not designed to be added to and if you try to build an addition, there will be all kinds of problems with levels and connections and access. Is the land available to build an addition? Does the building code permit you to do that? Will the enlarged building be manageable? Can you provide adequate security and can you provide good entrance control? Can you adapt to technological requirements? Can you provide for wiring and conduits?

If you decide not to renovate a building, what are the possible uses for the library, if it's not used for a library? One of the problems we've had is that many libraries are stack libraries, with self-supporting stacks, and there is no good alternative use for that building. You can't take the stacks out, because the building will fall down, which may be the way to do it, but it's hard to think of what you could put on library shelves, other than books. One solution is to use it for storing archives and manuscripts. You'd need a lot of athletes to use that space for storing basketballs or sneakers.

It's important to watch what other people have done. Wolfe's Law of Historical Lessons states: "Those who don't study the past will repeat its errors. Those who do study it will find other ways to err."

There are two other alternatives. One is to further decentralize the collections. If you have branch libraries, just build more branch libraries. That's not a solution that many librarians propose; however, it's very entreating to faculty who would like to have their own little libraries. Another solution is to adapt other buildings to be libraries; among the buildings that have been used for libraries are chapels, gymnasiums, classroom buildings, laboratories, and warehouses. I'm working on adapting an airplane hangar for library storage.

One of the laws that you have to keep in mind is Mason's First Law of Synergism, which states that: "The one day you'd sell your soul for something, souls are a glut." In planning, also we use Hanlon's Razor, which is: "Never attribute to malice that which is adequately explained by stupidity."

We're often involved with the branch library issue, and there are two sides to it. The library argues for centralization. Technology will compensate for the lack of departmental libraries, pro-

viding broad access, better access to the staff, and the space relieved is useful to other people in the academic departments. This argument carries very little weight with the faculty. The arguments that weigh in favor of branch libraries are: they're convenient and faculty expect them, they're part of the discipline, they provide better service, and they're endemic to the field.

Faculty contend that every other department has a branch library. By the way, erroneous generalizations in this regard are a stock in trade. Speaking of departments, there's one Hilderbrand's Law that states: "The quality of a department is inversely proportional to the number of courses it lists in its catalogue." Martin's Law is: "The faculty expands its activity to fit whatever space is available, so that more space is always required. Faculty purchases of equipment and supplies always increase to match the funds available, so these funds are never adequate. The professional quality of the faculty tends to be inversely proportional to the importance it attaches to space and equipment."

In the process of selecting the architect, there are a lot of political issues, including the compatibility of the architect with the library. That architects have extensive library experience is not necessarily a prerequisite for a great library building. Many great libraries have been built by architects as their first libraries. The Countway Library of Medicine at Harvard is an example. On the other hand, knowledge of libraries and the ability to deal with the issues is very important.

There has been a considerable increase in the number of competitions recently. There are several kinds of competitions. For some, the architects merely present their work and make a proposal for the building. Others, as in the case of Queen's, are much more formal, and several firms are called upon to design the building and defend their designs. Often, the architects are provided with some compensation for their work. As a rule, though, architects are never fully compensated for the amount of work that they do to prepare for a competition.

Another thing you have to be aware of is where the costs are. There are hidden costs associated with buildings such as architects' fees, site preparation, foundations. I learned, through sad experience, that planning also has to be looked at in terms of the calendar. Building in New England has to coincide with the weather. We planned to pour concrete for a building in early December, because it never freezes in New England before the end of December. The year we poured concrete for this building, we had a heavy freeze on December 1st; the temperature never got above freezing for a month. We spent four hundred thousand dollars keeping the concrete warm as we were pouring it, because we were on a schedule that we could not change. Utilities and inflation are other considerations. You've got to project prices to a year from now as you're planning the budget. There's also the cost of moving and storage.

Let me impart a few more of the laws that I've gathered to deal with the building of libraries. Boyle's Law is that:

> The success of any venture will be helped by prayer, even in the wrong denomination.
> When things are going well, someone will inevitably experiment detrimentally.
> The deficiency will never show itself during the dry runs.
> Information travels more surely to those with a lesser need to know.
> An original idea can never emerge from committee in the original. The crucial memorandum will be snared in the outbasket by the paper clip of the overlying correspondence and go to file.

I think Finster's Law, which I just discovered, is one of the best I've ever seen. It's very short: "A closed mouth gathers no feet."

The Ninety-Ninety Rule of project schedules - and scheduling is very important in buildings is mathematically a very sound rule: "The first 90% of the task takes 90% of the time, and the last 10% takes the other 90%."

Harrison's postulate: "For every action, there is an equal and opposite criticism."

Green's Law of Debate: "Anything is possible if you don't know what you're talking about."

For the academics in the audience, the First Rule of History is that: "History doesn't repeat itself: historians merely repeat each other."

I also like the First Law of Bicycling. It is that: "No matter which way you ride, it's uphill and against the wind."

Finally, I'll close with two laws, because in my long experience with buildings, these are the two that are the most indicative of my work as a consultant. The first is entitled "The Unspeakable Law," which is simply: "As soon as you mention something ... if it's good, it goes away ... if it's bad, it happens." And the second is Lynch's Law: "When the going gets tough, everyone leaves."

TOWN MEETING DISCUSSIONS

NATIONAL LIBRARY ORGANIZATIONS IN CANADA

ERIC ORMSBY: The first town meeting discussion will be on National Library Organizations in Canada. The speakers will discuss, in turn, the Canadian Library Association, the National Library of Canada, the organization known as ASTED; and CARL (the Canadian Association of Research Libraries).

We will begin with the Canadian Library Association, whose President is Ernie Ingles. Ernie is the Chief Librarian at the University of Alberta. Before that, he was the Chief Librarian at the University of Regina for six years. He has been a rare books librarian and a reference librarian; he's been extremely active in organizations throughout Canada and is known to all of the librarians or directors of research libraries in Canada. He will speak to us today about the Canadian Library Association.

Marianne Scott will then give you a sense of the National Library of Canada. She was appointed the National Librarian in February 1984, and in those six years she has become known the length and breadth of Canada, from Moose Jaw to Prince Edward Island. She's tireless in her travels and in promoting the message of the National Library throughout this huge country. Before that, she was associated for many years with McGill University. She was the Law Librarian for almost twenty years, from 1955 to 1973. She also was a lecturer in the Faculty of Law during that period, and she was Director of Libraries, from 1975 to 1984. She holds two honorary degrees, so I guess we should call her Doctor Scott. I think it's fair to say that Marianne Scott has given the National Library the prominence and recognition it now enjoys.

The next discussion will be on the organization known as ASTED, for which there's no exact counterpart in the United States. ASTED is an acronym for Association pour l'avancement des sciences et des techniques de la documentation. Marie Lanouette will describe that organization. Marie is a member of the Executive Committee of ASTED and was very much involved in the organization of the 16th ASTED congress.

She is a native Quebecer, born in Quebec City; she received her baccalaureate degree in literature at the University of Quebec at Montréal, and her library degree at the University of Montréal. She is currently the Assistant Chief in the Reading Room Division of the National Library of Canada.

Our last speaker is David McCallum, who will describe to you the Canadian Association of Research Libraries. David too is a native Quebecer, born and raised in Montréal. He graduated with honors from Concordia University and received his MLS at the University of Toronto. During his career, he has worked at Statistics Canada, at the Library of Parliament, Bell Canada, at the National Library of Canada, and he has been the Executive Director of the Canadian Association of Research Libraries, since 1986.

CANADIAN LIBRARY ASSOCIATION

ERNIE INGLES

Before I talk specifically about the Canadian Library Association, I will give you a little bit of information about library associations in Canada. I don't think the context is much different from the United States, but it will give you a sense of what we're all about.

Canada, like many other jurisdictions, has probably more library associations than it can support comfortably. Each of the ten provinces and territories has a library association. Because the funding for libraries, whether public, academic, special, or school, in Canada tends to be laundered, at least through the Provincial Government, there's a lot of loyalty and a need to become very much a part of a community of library people within each of the provinces.

We have a cross-country network of autonomous library associations in each of the regions or provinces, ranging from, in the Maritimes, the Atlantic Provinces Library Association, the Quebec Library Association here, in Quebec, the Ontario Library Association, the Manitoba Library Association, the Saskatchewan Library Association, the Library Association of Alberta, and the British Columbia Library Association. To clarify, when I say the Quebec Library Association, there are, in fact, two national library associations in Canada. There is the Canadian Library Association, which I'll give you some sense of now, and ASTED, which you will hear about in a moment. ASTED membership primarily comes from within the francophone community, and the Canadian Library Association draws its membership primarily from the anglophone community .

The Canadian Library Association was founded in 1946. Various librarians had come together in Canada long before 1946, but in the forties, there was a recognized need and the major issue of the day was, in fact, the creation and establishment of the national library, which you'll hear much more about. It's fair to say that the Canadian Library Association did, in a great many ways, have an impact on the birth of the national library. It worked very hard to create a national library for the country, from its creation through to the mid-1950s, when the library itself was finally brought into being. Since that time, CLA has seen its role in a number of different ways. The primary functions are, in two broad categories: 1) the development of the library community, and 2) lobbying and advocacy to impact various levels of government.

Today, the Canadian Library Association has a membership of between 5,000 and 6,000, and it is divided into five divisions. Those divisions are: the Canadian Association of Public Libraries, CAPL; the Canadian Association of College and University Libraries, CACUL; the Canadian Association of Special Libraries and Information Services, CASLIS; the Canadian Library Trustees Association, CLTA; and the Canadian School Libraries Association, CSLA. The Association has all of the same stresses and strains that our country has. Those of you who are familiar with Canada and its constitutional problems can translate those into the library association, and you may be able to understand. We are fractured in many ways.

The CLA is headquartered in Ottawa. Its budget is approximately six million dollars a year. The CLA runs a relatively profitable business on the side which is called OLAM inc. It was originally established a few years ago as a method of laundering DIALOG and BRS bills for Canadian public libraries and achieving bulk discounts for a rather large community. It proved to be a useful service for our membership, and OLAM has expanded from that into a kind of a library supply business, brokering various information products, including DIALOGUE and BRS. It is now into marketing CD products, basic library supplies, and computer equipment. It's been an avenue of survival for our association. We have a relatively small membership in terms of being able to support what we need to do.

A particular problem of CLA, again reflected by our country, is cross-border shopping. A lot of Canadians like to go to the United States to get their groceries, gas, and clothing because it's cheaper than in Canada. It's the same in the library community, I regret to say. You have to pay a lot and expect little in the Canadian library association world—compared to membership in the American Library Association. It costs you more to belong to the Canadian Library Association, you don't get as much for the money; but it's the Canadian Library Association that's trying to affect Canadian library development, and some of us get a little edgy when we see a lot of our potential membership going south of the border. It is a real problem for us.

The CLA itself is divided into essentially five departments. Our Executive Director is pri-

marily responsible for lobbying and policy development; Membership Services includes OLAM; Professional Development markets seminars, which are delivered across the country, and organizes our annual conference; and the Publishing program is a fairly active revenue generator for us. We produce several journals, including *Canadian Library Journal*; *School Libraries in Canada*; a reviewing medium called *Canadian Materials*; and a monthly newsletter called *Feliciter*.

We're looking at our mission, we're looking at our responsibilities, we're looking to see whether or not our statements of purpose are really reflective of the kinds of things the library community wants us to do.

NATIONAL LIBRARY OF CANADA

MARIANNE SCOTT

It is really a challenge to tell you about the National Library of Canada in twelve minutes, and it was a temptation to do the thing I think many of us have done since childhood, which is compare the National Library with the Library of Congress. However, I resisted that temptation. I am going to let you form your own impressions, through our most recent attempt to tell our story through video.

[*Editor's note:* Dr. Scott presented a new promotional/educational videotape on the services of the National Library of Canada. A transcript was not available. The descriptive text below is excerpted from informational brochures distributed at the meeting.]

The National Library of Canada is a federal institution located in Ottawa, whose main role is to acquire, preserve, and promote the published heritage of Canada for all Canadians. The most comprehensive collection of Canadiana in the world—books, periodicals, sound recordings, and other materials—can be found here. The Library lists information on these works in bibliographies and provides reference and information services to libraries and other institutions across Canada, as well as to those individuals whose needs cannot be met by local libraries and who require access to the National Library's specialized collections and sources.

In 1953, 86 years after the Confederation, the National Library was created in response to briefs and recommendations presented to the Government of Canada. Until that time, the Library of Parliament, the legislative reference library, had taken on the additional responsibilities of a national library by collecting in the fields of Canadiana, the social sciences, and the humanities. However, many people felt that such a role was inappropriate for a legislative library.

Since 1953, the functions of the National Library and the Library of Parliament have been distinct and separate. Officially opened by Prime Minister Lester B. Pearson on June 20, 1967, the present building of the National Library houses the major part of the Library's collections on approximately 160 kilometres of steel shelving, and is the site of many of the library's services.

In its role as guardian of the nation's published heritage, the National Library of Canada has a major commitment to keeping its collection in a good and stable condition. Preservation efforts range from preventive measures, such as proper housing and handling of materials, to special processes, such as mass deacidification, that protect or increase the lifespan of damaged and fragile materials, to the reproduction of material through some type of micrographic or optical disk technology.

The National Library's work does not stop at acquiring and preserving Canada's published heritage. There is also an ongoing effort to make the collections known and accessible to all Canadians. Thus, for example, the Library compiles and publishes *Canadiana*, the national bibliography. The Library has an active cultural events program, as well, which includes lectures, concerts, tours, visits, and both in-house and travelling exhibitions. These events highlight the richness of the Library's collections and promote writers and artists.

One of the primary purposes of the National Library of Canada is to serve other Canadian libraries and to create and develop the tools that will enable this country's citizens to use the resources of the nation's libraries. Since its founding, the Library has focused on the facilitation of library services in Canada with the ultimate goal of making knowledge accessible to all Canadians. Intended as a central agency for promoting the sharing of library resources so as to better serve citizens, the Library has directed its efforts toward its own services and has attempted to involve other libraries.

At the local, national, and international levels, the National Library strives to provide leadership in developing and sustaining cooperation among libraries. Research, particularly in new technologies that can be used to improve library services, provides a solid foundation for continued cooperation and leadership.

The collections of the National Library now comprise approximately eight million items. Besides books, the collections include periodicals, microforms, sound recordings, sheet music, manuscripts, conference proceedings, government documents, university theses, educational kits of non-book materials, newspapers, pamphlets, and brochures. Works stored in recently developed media, such as compact disks, are also being added to the holdings. The National Library acquires these items through the legal deposit provisions of the *National Library Act*, purchase, gift, and exchange.

The National Library has developed specialized collections, such as Canadian theses, newspapers, official publications, music, rare books, literary manuscripts, children's literature, multilingual publications, the rights of native peoples, and information for the needs of the Canadian library community. Theses focussed collections enable the Library to provide valuable support for Canadian studies.

The Library offers a wide variety of services to those in the library and information community so that they can better serve their users. For example, the librarian responsible for selecting children's books for a school may find assistance in bibliographies provided by the National Library's Children's Literature Service. Local libraries can use the Library's Multilingual Biblioservices to serve ethnocultural communities. Librarians can learn how to improve their services for disabled individuals by contacting the Library. The Library offers a reference service that is well equipped to handle a wide range of enquiries. A location service assists other libraries trying to locate items not in their own holdings. Moreover, with the exception of rare books, manuscripts, reference materials, and sound recordings, the Library will arrange to lend material to any library in the country or in the world.

ASSOCIATION POUR L'AVANCEMENT DES SCIENCES ET DES TECHNIQUES DE LA DOCUMENTATION (ASTED)

MARIE LANOUETTE

I'm pleased to be here to talk to you about ASTED, l'Association pour l'avancement des sciences et des techniques de la documentation, which means Association for the Progress of Library and Information Science.

ASTED was incorporated on November 1st, 1973. It succeeded the Canadian Association of French Speaking Librarians, which ceased to exist on December 31st, 1973, and whose roots went back as far as 1943. It was on January 1, 1974 that a permanent secretariat was established in Montréal. The creation of ASTED was a new step in the long evolution that French speaking library specialists went through in their association life. This evolution had been marked by numerous changes that had occurred in the profession since the forties. All the changes of names, incorporation, constitutions and even goals and objectives were not the whims of fashion; they were coinciding with the changes that were occurring in the society itself.

Today, ASTED has about 700 members who are French-speaking library specialists, working both in and outside Québec. ASTED is the only francophone organization that brings together members from the entire library community. It has two main categories of members: individual and corporate. Any individual, corporation, society, association, institution or public organization may become an ASTED member. ASTED represents the largest range of professionals involved in the various areas where there are library services: managers, librarians, library technicians, information specialists, archivists, booksellers, students, etc.

ASTED has members in all regions of Québec, as well as in several other provinces of Canada. Therefore, ASTED has a recognized leadership, it's a strong and well-structured association. ASTED is a non-profit national professional association. It is a cultural and scientific organization devoted to the progress of library and information science. Its objectives are: to promote excellence of staff and services of libraries, documentation and information centers; to influence the legislation and to lobby for the respective interests of libraries, and of documentation and information centers; to play, within the North American "francophonie," a leading role in library and information science.

ASTED also keeps its members well informed of special innovations and tendencies in the field, and provides them with tools and activities that are essential to the practice of their profession. In order to meet these objectives, ASTED offers an annual conference, professional training sessions, special publications, seminars, a newsletter, a periodical entitled *Documentation et Bibliothèques*, literary prizes, sponsorship and awards, and a research fund.

More concretely, ASTED works on projects that are useful to the progress of library and information science. For instance, ASTED has recently published a French version of AACR2 and is currently investigating the possibility of translating into French the 20th or the 21st edition of the Dewey Decimal Classification. ASTED plays an important role influencing national policy issues such as the Goods and Services Tax, the Copyright Law, or any legislation related to the development of libraries or library professions.

ASTED brings its expertise to different organizations and working groups, such as The Canadian Commission for UNESCO, Statistics Canada Library Consultative Group, the Health Sciences Resource Centre, CISTI, the Canadian Cataloguing Committee, the Canadian MARC Committee, and to international organizations such as IFLA and FID. ASTED also works jointly with the Canadian Library Association on some projects.

The organizational structure of ASTED allows it to reach the objectives it pursues. The annual General Meeting is the highest authority of the Association. However, the task of managing the activities is delegated to the Board of Directors. The Board of Directors manages the Association's business and establishes its mission and policies. The directors are elected by the members. The Executive Committee manages the Association's current business, according to the by-laws and policies established by the Board. The latter may also give the Executive Committee other functions or mandates outside its normal responsibilities.

The Executive Director of ASTED is responsible for the management of current business, according to the approved objectives and priorities.

ASTED's actions are supported by the work of committees and sections set up to address specific interests, such as publications, the Association's periodical, public libraries, school

libraries, college libraries, health libraries, research and special libraries.

The Section of Research and Special Libraries includes ASTED members who share common interests related to the type of institution in which they work. The Section is an exchange forum where representatives from large institutions and small special libraries alike can participate. The Section is managed by a Committee made up of a president, secretary, a treasurer, and a few associate members. The role of the Committee is to encourage the emergence of the various tendencies in the field and to ensure that all sectors are involved. The Committee tries to facilitate the sharing of professional experiences and practices, and ensures that members' needs, expectations, and questions are brought to the attention of ASTED's Board of Directors.

In order to better represent the various interests of its members, the Committee recruits members from different types of institutions: national libraries, universities, government, and special libraries. The Committee meets regularly to discuss the progress of its projects, to set up new ones, and to manage the business of the Section. Of course, priority is given to projects responding to the needs expressed by the members. In the past particular attention was given to the automation of research libraries and documentation centers, and to the special collections available in these institutions.

One of the most concrete accomplishments of the Section is the publication in 1986 of a directory of research tools available in Québec documentation centers and special libraries. The Committee is presently working on a new enlarged edition of this publication. We are contacting close to 2,000 institutions in order to get up-to-date information that includes new technological developments. The new edition of the Directory will enlarge its scope and become the Directory of Documentation Centers and of Special and Research Libraries. This project is done in cooperation with the ASTED Publication Committee, the ASTED Executive Director and staff, and the Montréal vendor, SDM. The new Directory will be launched next November, at the Montréal Book Fair, for those of you who are interested.

CANADIAN ASSOCIATION OF RESEARCH LIBRARIES

DAVID McCALLUM

There is a persistent rumor in the library community that the Chief of the Network Office at the Library of Congress and I are related. This has been going on for some years. What makes it even more confusing is that I used to work in the Network Development Office of the National Library of Canada. So please, help me get the word out that Sally McCallum and I are only "cross-border" cousins.

Like most Canadian library associations, CARL is relatively young: we were not established until 1976, unlike ARL, which was founded in 1932 and incorporated in 1961. We weren't incorporated until just ten years ago, in 1981. Like ARL, membership in CARL is institutional, open to the libraries of Canadian universities with doctoral programs in the arts, and in the pure and applied sciences. Other organizations, however, may be admitted by membership decision. As befits a country with two official languages, CARL is bilingual. Four of our members represent institutions that are almost entirely francophone, and one represents a fully bilingual university, the University of Ottawa. The objectives of CARL are many and varied and basically parallel to your own. Our policies are proposed to the membership by an elected Board and President, and Committees are established to oversee particular projects and issues as appropriate.

Today, we comprise twenty-seven university libraries, plus the National Library of Canada and CISTI. ARL, therefore, has roughly four times the membership of CARL, and a considerably larger budget. Our dues are about one third of yours per year, and because there are virtually no equivalents in Canada to the large philanthropic organizations in the United States, CARL receives no added resources from that sector. This difference in numbers and resources explains the relatively small size of our secretariat. In fact, you're listening to 50% of it and the only professional component from the library side. My assistant and I are both part-time employees.

While the ARL headquarters was set up in Washington, D.C. in 1962, ours was not established until 1984. The CARL "office" is based in the Morisset Library at the University of Ottawa. Despite its relatively small size, the CARL office supports virtually all association projects and lobbying, coordinates the two general meetings per year, provides information services to the membership, publicizes CARL activities and points of view, and generally keeps the organizational machinery in as good working order as possible. However, we do not have any equivalent of your own Office of Management Services.

One of the challenges of the office is to ensure that as much information as possible is made available to the membership in English and French, with as little delay as possible. I should add that all members of CARL have been using electronic mail to communicate with each other on Association business for over five years, and this year we have all migrated to CA*NET, which is the Canadian component of the Internet. A private distribution list, or LISTSERV, allows all members and the office to exchange information over our six time zones in a very efficient and inexpensive manner. An association based in a country like ours really couldn't exist without it.

I would like to highlight five major CARL activities.

In 1989, CARL led the establishment of a national consortium of university libraries to purchase the 1986 Census of Canada machine-readable data files, at a 97% discount, from our federal government. Thanks to this project, the twenty-seven CARL university libraries and five non-CARL university libraries were each able to have access to over $200,000 worth of data for just under $7,000 each. The consortium was proposed by the University of Toronto Data Library Service, supported by Statistics Canada (our federal data agency), and set up by the CARL office.

This project did several important things. First, it was obviously a superb deal for the libraries involved, and especially for their clients, who couldn't possibly have had access to this information. It was also an important factor in convincing the powers that be that libraries are not only "interested" in electronic information, but are willing to buy and use it. We also hope that our action has convinced these same powers to include electronic products in the Canadian Federal Library Depository Program, which we understand has a good chance of coming about.

In another area, we try, at each of our meetings, to hold what we call "focus sessions" on topics of common concern. These topics have included establishing data libraries, copyright legislation, and research support networks.

In terms of lobbying, CARL regularly communicates with the Canadian government and its bureaucracy on issues such as copyright, taxation, research support, freedom of speech, and high speed networking.

Among the projects that CARL has spearheaded in conjunction with ARL and adapted to the Canadian context, are NCIP (the North American Collections Inventory Program), a Canadian version of the National Shelf List Count Project, and the User Services Studies Project, which involved York and McGill Universities. We also have our own ongoing association statistics program, which is coordinated at the University of Ottawa by Chief Librarian Richard Greene.

Unlike ARL, we do not have an entire office devoted to addressing the problem of rising serials prices, but we did, some years ago, approach the Canadian Competition Bureau with data that we believed demonstrated discriminatory pricing practices by certain foreign publishers. Although this attempt was ultimately unsuccessful, we believe that it sent a message to those firms, and it gave us the opportunity to publicize the horrendous data on serials cancellations in this country.

Where does CARL go from here? One thing we would like to participate in is the task force on libraries recently proposed by the Royal Society of Canada, an organization roughly equivalent to your National Academy of Sciences. Internally, as recently as this past Tuesday, the membership agreed that it was time to conduct a formal review of association objectives and the mechanisms for achieving them. It's safe to say, I think, that we'll continue with our project and lobbying activities, but the emphases in these areas may well change.

JOSEPH BOISSÉ: Many of you will recall that a year ago when we met in New Orleans, there were a series of informal sessions where several of our colleagues were able to lead discussions on topics of interest to them. One of those discussions was devoted to the recruitment of underrepresented minorities to academic research librarianship, and it was led by Jim Williams. Following that meeting, the Board of Directors appointed a Task Force on Minority Recruitment and Retention. I was asked to chair the task force which met at the last meeting.

The first page of our brief report is simply the result of the brainstorming session that the task force engaged in during the fall meeting of the Association. The second part of the report details the specific recommendations that the task force would like to put forward to the Association.

Before we get to the task force report, we will, however, hear two other reports of activities related to the recruitment and retention of underrepresented minorities in our field. The first presenter is Kriza Jennings, who joined the OMS staff as a trainer in August. She has a master's degree in education and an MLS. She resides in Dayton, Ohio, where she works as a free lance librarian, in addition to the activities she carries out for the OMS Office. Her previous work experience includes academic, public, and special library positions, including a position at Wright State University, in Dayton, Ohio, the National Afro-American Museum in Wilberforce, Ohio, and the United Theological Seminary in Dayton, Ohio.

Kriza has been working on a special project in OMS, "Meeting the Challenges of a Diverse Environment." It is a special project funded with a grant from the H.W. Wilson Company.

Our next speaker will be Gwen Callaway, who is the Assistant to the Dean of the School of Library and Information Studies at Clark Atlanta University. She has degrees in developmental biology and a master's degree in Library Science from Atlanta University. She has worked in academic and special libraries and she will share with us information about a special project that has been launched at Atlanta University at the Library School.

KRIZA JENNINGS
Office of Management Services—ARL

The title of our program is "Meeting the Challenges of a Diverse Environment." Our goal is to design and develop OMS institutes on managing cultural diversity in the work place; and our emphasis is on creating environments which encourage, foster and support diversity. We are looking at diversity in a broad sense, not just the relationships that occur with underrepresented groups, but the acceptance and tolerance of all differences, and how we can create those kinds of environments in ARL libraries.

The first part of this grant focused on reviewing the literature, and we have taken a cross-discipline approach. I've looked at materials that are related to a number of areas, in addition to librarianship, such as business, social sciences, and higher education. I conducted a preliminary online search in September 1990 and read some items to raise my awareness. Then in February, I conducted another search to find out if anything new had been written. I discovered that almost the same amount of material had been created, just in that nine month period. I then looked at those materials to see what might be of importance to you.

We're looking at models to see how diversity is implemented and how organizations are working with the climate that exists. I also identified a list of resource people through the literature; as you develop these programs in your libraries, you're going to want access to resource people in your geographic locations, in addition to the expertise that will be developed in the OMS Office.

A second review of the literature revealed that we need to look at models that are being created in science and math programs. There has been a lot of federal funding made available to those folks, so I looked at their models to see how they might be used in a library setting.

We also looked at models that related to education, specifically, how recruitment is operated for elementary and secondary education teachers. Many school districts are developing those kinds of programs, and the models are available for our examination.

The goal of all this research is the development of a working paper that we will make available to you. The working paper will provide you with an overview of the issues and trends within these disciplines, so that you can gain a sense of the global scene and review some specific models. We're setting the stage for future discussions by establishing a starting point. The literature is still evolving; there is new and important literature that we may have overlooked or that is currently in progress, and we'll be able to update that at a later time. As you see or hear of new developments, you can share them with us for inclusion at the next stage. There are programs that are developing concurrently across the country and they're actually getting money to develop them. I can't offer a lot of specifics on those programs in progress, but we will try to highlight them as we are made aware of them.

The most important trend is that diversity is an issue in more than just recruitment. Diversity involves a lot of different areas relating to the development of a tolerant environment. I looked at the model in business and industry, because they've been trying to address this for quite a while. Companies such as Hewlett Packard, Du Pont, Corning, U.S. West, Procter & Gamble, Motorola, Digital, and Avon have been involved with the issue for a long time. Banks are also doing some big things with diversity. There are opportunities for us to have a dialogue with these people and to identify what their challenges have been.

Leaders in business and industry are conducting surveys and workshops, setting up diversity committees, and establishing vice presidents that work with cultural diversity. They are also setting up discussion groups, sometimes called "Pluralism Councils" or "Networks," that come together to discuss interracial issues. They're doing things with career development and mentoring. They're funding programs, not only for undergraduate students, but also in the public schools. They're using consultants and consulting groups as resources. Business and industry leaders are also asking about the barriers that keep people from joining their organizations, and whether providing child care or elder care will make a difference.

Higher education models are also worth looking at. One of the things that's happening in this arena is that financial aid portfolios for specifically underrepresented groups are offering fewer grants and more loans. One of the studies mentioned a dissertation written by Marva Deloach, who's at the Oakland Public Library. She did research on the correlation between Title II-B money available and the number of minorities and underrepresented groups that were being recruited

into the library profession. She determined that there was a significant relationship. The numbers clearly showed a decrease in recruitment, as those monies were no longer available. There are also some pre-college programs being developed and some early intervention programs.

I want to talk a little bit about what the library associations are doing in terms of the research. When I attended the ALA Midwinter meeting, I identified at least thirty-seven groups in the program that are looking at diversity issues. One of the things those groups are concerned about is duplication of effort. Based on the research I've done, I said to them, "There is no duplication of effort when we're trying to cover fifty-two states; we really need to have lots of things going on within our profession." There are a lot of scholarships, fellowships, training programs, and workshops going on. We will have an opportunity to meet further with these groups.

We also looked at state libraries, public schools, science and math programs, and associations that are not library-related. There are some interesting models to be studied. Researchers in the social sciences have developed an ideal concept called issues management, where the socio-economic forces that affect the likelihood of individuals going into certain educational programs or finding employment within certain organizations are studied. OMS will be looking at this concept.

OMS has developed what I feel will be a wonderful communications network for all of you. We've identified a number of people within the country who are looking at this issue, and established a mailing list. We will be doing some kind of correspondence with these folks over the next couple of months to let them know what ARL libraries are looking at. The network includes ARL libraries, associations that are library and non-library, diversity consultants, and representatives from higher education, educational institutions, business, and industry.

We have an agenda of visits to some institutions that have diversity programs. Starting on Monday, I will begin a six-week trek to institutions around the country including the University of Michigan, the University of Iowa, and Oakland Public Library. We are negotiating dates with four other libraries. We have firm commitments for visits with the library schools at the University of Michigan, Simmons, Wayne State and Kent State Universities. I will be spending some time at the ALA Office in the OLPR, with Margaret Myers. I will also be visiting the California Library Development Services Bureau to see what kinds of programs have been implemented. The purpose of these visits is to discover what challenges were faced as the various organizations implemented these programs. We will be asking, "What do you see as challenges in the future? What do you see as the relationship that ARL libraries can have to that effort?"

We're looking not only at successes, but at the programs that weren't successful, or that had results that didn't seem significant. My theory is: if you're trying, then it is a success. We are looking for tips and suggestions. In these dialogue sessions, I will have an opportunity to talk with faculty, students, staff, and administration. We'll be looking at the campus-wide picture.

In setting up the visits we tried to get a wide geographical distribution, because one of the things that we picked up from the ARL survey on minority recruitment was that some of you were having to face the fact that there were individuals who did not want to come to your particular state, for geographical reasons. We wanted to make sure that we had a chance to look at that aspect.

We are also going to be visiting some business and industry sites, and some consultants that have worked with big companies to establish programs. The result of these site visits will be case studies that will then be made available to you, and those case studies will highlight the trends and the issues to give you a sense of what is happening out there with the models that are already in place.

The final leg of this particular project will be to develop the program design, which is already in the making. We will look at the results from the SPEC kits, from the literature review and from the site visits and, with that information and the knowledge and expertise that already exists at the ARL Office, we will develop an outline for a diversity training institute.

This will follow the models of all of the other OMS institutes, an assisted self-study model; because when we leave, we want the program to be able to continue without our presence. The program might include in-house training programs, diversity program development, and options for new user programs. We're looking at developing a training program for trainers, so we can train people from your libraries about diversity issues and they can return to help you in developing those programs.

We will also be developing a follow-up grant. This is just the first phase of several phases of our effort. With the next grant, we'll test and develop the program that we design, fine tune it, and get it into a position where it will be of more value to you. We'll do some field testing. We're also hoping to develop some bibliographies and print and media resource materials.

In closing, I would like to talk about how you can help. Some of you already have, and I want to thank those people who have taken the initiative to mail me things. As I said earlier, I'm sure some of you thought of programs that you've been to or articles that you've read; we really would like to hear about those, so we can continue to have as broad a collection of information as we can. Please share the names of resource people, phone numbers, and addresses. Specific resources like the outline of a program you attended or a model would help us a lot. Finally, please document what you're doing. We have to track the results, we have to explore and evaluate with the staff, to find out what you might do differently in the future.

GWENDOLYN CALLAWAY
Clark Atlanta University

I serve as Assistant to the Dean for the School of Library and Information Studies, and I bring greetings on behalf of Dean Charles Churchwell.

I want to share with you what we've been doing over the past eight months to address the issue of diversity. Last year at the meeting, Dr. Churchwell made the proposal that we should recruit students from each entering freshman class at Clark Atlanta University. Students would take an introductory course in library science during their sophomore year. At the end of the sophomore year, during the summer, academic research libraries would offer them paid summer jobs.

In their junior year, students take another course and the following summer they are placed in the same library, or another library, doing meaningful tasks and getting paid. After taking a third course in the senior year, students would be placed in positions in academic research libraries. We're hoping that these graduates, after we have introduced them to the profession, would consider pursuing a Master's Degree in Library and Information Studies.

This is where I came into the project. When Dr. Churchwell made the proposal to me, I contacted our freshman orientation coordinator to discuss it. I went to each of several sections of the freshman orientation classes and made brief presentations. It was very interesting, because a number of these students had never heard of the profession before.

At each session, I gathered the names of all those students who were interested in finding out more about the program. I sent letters to the students and invited them to visit the Library School and to talk with the Dean and the students. I planned a small reception, and twenty students attended. Shortly after the reception, I was contacted by a student, a junior accounting major, who said that she was interested in the program. So I registered her in the program, and she took our "Introduction to the Profession" course. I have since met with her and she will be starting at the Woodruff Library this summer. That is one example of a student never having heard of the profession before and now going on to pursue a career as an academic research librarian.

My future plans for this project have to do with those twenty students who came to the reception. I'm going to be communicating with them prior to our fall registration, and letting them know what classes will be offered. I will again make presentations in the freshman orientation classes. Hopefully, I will be placing more students in academic research libraries. Wanda Dockins, the new recruit, is going to visit the school to tell the students about her experience in the library this summer. She's going to be one of my marketing tools to show that the program does work.

On the graduate level students are placed in paid internships at special academic and public libraries. I'm under the impression that the pay is a good enticement. Those of you who are actually considering this might want to look at your budget. Eight dollars an hour is about the current rate for an internship of this type.

Emory is very active in a minority internship program. Over the past semester, we placed four interns at Emory, in Collection Development, Government Documents, Reference, and the Media Center. We had about twelve students register for the internship, they earn three hours of academic credit, and they also get the pay and the on-the-job experience.

I've submitted a proposal to the Martin Marietta Corporation. They want to establish internships in their Information Services Division. If it's established, we will have a $300,000 contract with the Corporation, and we'll be sending interns there during the academic year. We'll have faculty and staff making visits and some of their staff visiting our library to exchange information, software, and equipment. That's an exciting project that we're working on. The proposal was submitted last week; so, hopefully, we will be hearing from them very shortly. It will be a three year project.

SARAH PRITCHARD: What is going to be the impact on that core course at the graduate level, if over the long-range, you have more and more undergraduate students taking the course? Would you be looking to have two different courses or would you continue to have an integrated course with different levels of students in it?

GWENDOLYN CALLAWAY: We've looked at creating a whole new "Introduction to the Profession" course, but right now we only have one section. If it's necessary, we'll create another section. The proposal was submitted to the faculty

and they have entertained the idea of creating an additional course.

We want to do whatever is necessary to pull students in. I found out that I couldn't give the presentations quickly because the students have a lot of questions about the profession—so many are not even aware it exists. I let the students know that even if they did not go into library science as a profession, the summer internship experience would help them in school generally—after working in a library all summer, they'll know exactly where everything is and how to access information they need.

HIRAM DAVIS: Do you have any scholarship money available for the students who go on to the Master's program?

GWENDOLYN CALLAWAY: We do have shared departmental scholarships that we offer to our students. They are not full scholarships, but we pay for one or two of the courses, and the student would have to, of course, pay for another one.

HIRAM DAVIS: Have you thought about where you're going to place those students? There's the possibility that those libraries participating in the summer internship program would not only give students jobs upon graduation, but would help with their education if they made a commitment to work a certain amount of time.

GWENDOLYN CALLAWAY: I'm under the impression that a lot of the library directors in the South East region have already committed to assisting in this program. Just to give you an idea, directors from research libraries in Alabama, Florida, Georgia, Louisiana, North and South Carolina, Tennessee, Virginia and West Virginia have all promised that they will participate in providing paying summer jobs.

FRANK RODGERS: Given that the stipend received is not all that princely, there's always a greater chance of success if you can place them in their hometowns or in that vicinity. Are you making direct contacts with libraries in the places from which the students come?

GWENDOLYN CALLAWAY: Yes, we are. We have a lot of students from California, Detroit, and Chicago. So if directors from those libraries would offer employment to them, it would be much appreciated. The internships usually pay anywhere from $8.00 to $12.00 an hour, depending on the location.

We've also entered into a cooperative agreement with the Food and Drug Administration and they're hosting an internship this summer. So, the opportunities are there. It's just a matter of establishing a level of cooperation between ARL directors and various library schools in order to get to the students.

JOSEPH BOISSÉ: At this time we'd like to review Part Two of the report which was distributed to you. I'd like to point out that, while he has not been an official member of the task force, Hiram Davis participated in our meetings and our discussions and contributed a great deal to the final report.

In Part Two, you will see that we have listed ten activities which the Task Force recommends as activities that ARL or its constituent institutions ought to pursue.

I will list them and I invite comments or discussion from the group and then, at the end of the session you will circle one of the numbers under each of the suggestions, indicating how you feel about the Association taking this on as a priority. This will assist the task force in establishing priorities that it will recommend to the Board of Directors for review at their July meeting.

1. *ARL should devise strategies for increasing the visibility of research libraries.* The explanation here is that we don't feel that a recruitment campaign targeted to a very special group of individuals will have much chance of success, unless we begin to work in a concerted way to make people in general more aware of what we do in research libraries. It's a broad task but the Task Force saw it as part of the strategy for recruiting underrepresented minorities to the profession.

2. *ARL should explore developing some joint programming with ALISE, the Association for Library and Information Science Education.* This is the group of educators who are very much interested, obviously, in recruiting to the profession. There is also a considerable interest on their part in recruiting to the profession the same kinds of people that we are interested in recruiting, and we should attempt to develop some joint programming with this organization.

3. *ARL should try to establish a special relationship with library schools which have special programs for recruitment.* Atlanta University, North Carolina Central University, and the University of Arizona were names that came up during the discussions of the Task Force. These schools either have now or have had, in the past, special programs to attract underrepresented groups and ARL might work productively with these particular library schools.

4. *ARL should help and encourage member libraries to establish one-on-one links with library schools, a partnership in which the recruitment of underrepresented minorities would be the main item on the agenda.* I imagine this is the kind of activity that would fall into what was just being discussed as a project of Atlanta University's Library School.

5. *ARL should establish a close working relationship with Historically Black Colleges and Universities, as a means of recruiting more minority students to library schools.* Many of our institutions already have established special exchange relationships with an HBCU. For instance, I know that my own institution has an exchange program with Jackson State University in Mississippi. It might be worth trying to factor in some kind of library component to these programs that our institutions have with the HBCUs.

6. *ARL should continue lobbying for federal funding for fellowships, as part of the Higher Education Act.* These funds have, in the past, been a powerful help in the recruitment of minority librarians. I think this is what Kriza was referring to when she mentioned a dissertation written by Marva Deloach, and we, as an organization, can at least lend our support to the lobbying effort to keep these fellowships alive, so that it can help in the recruitment of underrepresented groups to librarianship.

7. *ARL should develop a statement on the importance of recruiting librarians at entry level, that is, we should avoid creating artificial barriers in the recruitment process.* If we do not provide opportunities for young librarians to gain the experience we believe they need to work in research libraries, who will do that? We must be open to recruiting people who are at the beginning of their careers.

8. *ARL should seek to create an endowment to fund and stimulate creative efforts to recruit and retain minority librarians.* Our discussions on this point focused primarily on retention. Minority librarians frequently find themselves in a situation where they are asked to serve on a disproportionate number of committees and, therefore, find it difficult to produce the kind of work they need to gain

career status or tenure. The role of ARL would be to help raise money to establish a fund which would help "buy back" time, if you will, which would provide release time to give these people more time to meet the requirements that they have to meet in order to gain career status at our institutions.

9. *A column should be established in the ARL newsletter to report on ideas and strategies for, and successes of, efforts to recruit/retain minority librarians*. The column could act simply as an information exchange, but it also might act as a stimulus to push some of us in the direction of more activity in this area.

10. *A sustained effort should be mounted to publicize the commitment of ARL to this on-going project*. This is not something that we can do once and set aside, if we're going to be committed to it. We should make it public and let people know that it's an ongoing priority, or it's an ongoing activity of the Association.

We would like you to prioritize these before you leave the meeting. We will compile all that data for consideration at the July meeting of the Board of Directors.

KRIZA JENNINGS: Joe, I want to mention that numbers 2, 3 and 4 are examples of the kind of dialogue that I'll be having with the library schools we will be visiting. We'll be able to bring some feedback to assist in those areas.

BARBARA VON WAHLDE: SUNY-Buffalo has a library school, and there have been a couple of meetings on how to improve minority recruitment. The library school has invited area librarians who are African-American to join with us in this endeavor. They have established an African-American librarians' group in the area, which we think will be an excellent vehicle to make librarianship widely known as a profession.

One of our African-American Studies professors is a playwright. Her name is Endesha Holland, and she has written a play called *From the Mississippi Delta*, which has appeared off-Broadway, in Chicago, in Los Angeles, in Washington, Hartford, and so on. It's making the rounds of regional theatre. Dr. Holland travels with the play and recruits blacks into higher education who might not normally have thought about college or advanced degree work. I talked with her and she is willing to talk about librarianship in her recruitment efforts. There may be faculty members in your own institution who are Afro-American, or some other minority, who might be willing to do something similar for your institution.

Incidentally, one of our black librarians attended ALA for the first time at Mid-Winter and she was quite turned off by the organization. She found it a cold organization. People were not friendly to her; and she felt discriminated against. We need to be sensitive to the reactions of people who go to our professional association conferences. Hers may have been a unique experience, but I wanted to share it.

Regarding the setting aside of funding to assist librarians who are seeking continuing appointment or tenure; there is merit in this idea, but is the idea itself discriminatory—that we would offer a support to minorities and not to other library faculty members? We have a great tension at my institution about doing anything that is viewed as discriminatory.

JOE BOISSÉ: It has been discussed in a number of articles in the *Chronicle of Higher Education* and various other journals, that in many of our institutions where there are only a few members of minority groups who are faculty members or professional librarians, they are frequently asked to serve on a disproportionate number of committees. All of this committee work, in addition to their regular teaching assignments, puts them at a disadvantage.

It's that particular problem that we were talking about in this task force recommendation. We put these people on committees because we want to be able to say that we are concerned about diversity and we want them to contribute in that fashion. At the same time, however, we're creating this other problem, and that's what we are trying to solve.

JAY LUCKER: That issue is irrelevant for most of the private universities in ARL, where there is no faculty status issue. I feel that it's a local responsibility, not an ARL responsibility. If there is a problem with minority librarians or anybody else getting sufficient time to publish or to sit on committees, each institution should provide its own funding for this. I don't think it should be a high priority in ARL's program.

KRIZA JENNINGS: Regarding the ALA Midwinter meeting and that individual's difficulty, I think Midwinter is a difficult entry point because there aren't a lot of programs. I met with the Executive Board of the ALA Black Caucus and found that there is a lot of interest and motivation there. My experience has been that when I share

names with them, they make a point of following up with those people.

MEREDITH BUTLER: At my own institution, there is an extremely successful vehicle for change in operation that I'd like to see applied to academic libraries. Called the "Target of Opportunity Program," the Academic Vice President sets aside an amount of money that will be given to a department that wouldn't normally have an opportunity to recruit minorities. There are now twenty or more departments competing for the resources that in the beginning went untouched. Two years ago, I made a successful argument to apply the same concept to the library, and we filled a position. It has an advantage in that it encourages people to look for talented individuals, without having perhaps a specific position in mind, so that you can use your creativity in filling needs and in responding to the individual that you find.

JIM NEAL: I'm currently chairing the President's Minority Enhancement Council at Indiana University, and we've tried to take a very holistic approach to the issues of minority enhancement. There are two elements are not presented here, which we need to consider. The first has to do with the whole issue of campus climate and, by extension, the issue of library climate. Earlier comments indicated that the program ARL is establishing will address that question. Second is the issue of staff—not librarians, but support staff, para-professional, and administrative staff. One of my concerns is bringing minority librarians into an environment that is primarily white. That's an important part of the campus climate issue that we need to keep up front.

JOE BOISSÉ: Some of these issues will be addressed in the work that Kriza is doing—how to manage in a diverse environment and how to keep our institutions going in that area. I hope that you will take the time to score the various recommendations and leave the information with us. We will then compile the data and put it in the final report that the Task Force will submit to the Board for its July meeting. Thank you.

BUDGET CRISES IN ARL LIBRARIES: STRATEGIES FOR MANAGING FINANCES AND SERVICES

JOHN HAAK: I was seated next to Ellen Hoffmann of York University during the opening session of this Montréal ARL meeting and she turned to me and said that she was coming to this Friday morning session in hopes that it would make her feel better. I do not believe that the information we collected this Spring to help assess the impact of current budget and staff reductions experienced by many ARL member libraries will make us feel better. The budget cuts are often deep and very sudden, which makes them tricky to respond to and to manage.

We, a community of cooperating institutions, are affected by the conditions experienced by each individual member. Therefore, we felt that it was important to collect basic information regarding the budget situation of ARL members for this current academic year, to gather informed predictions about the state of affairs for 1991/92, and to share the strategies employed by individual members as they react and reshape their priorities. Hopefully, by sharing this information we can assist each other as we manage the homefront and we all can help the organizations we work through in common—ARL, CRL, OCLC, RLG—to support us and our scholarly communities effectively.

Duane Webster and I began talking about doing the survey in December 1990 and finally got around to it in March 1991. I want to acknowledge the work of Brigid Welch, Senior Program Officer with ARL/OMS. We developed the questionnaire over the telephone and then she polished it considerably with the review of several ARL directors in time for discussion at this session. I want to thank you for cooperating and for responding in such a timely manner. We did not have a one-hundred percent return. But then, I have been told several libraries did not respond because one of their budget coping strategies was to eliminate responding to questionnaires.

Eighty ARL libraries responded to the survey, and at this time, fifty-two percent responded that they had budget restrictions in the current year. Sixty-two percent anticipate cuts for 1991/92. The report details a sizable increase in restrictions for 1991/92 over the current year. In fact, seventy percent of those reporting restrictions for 1990/91 anticipated sizable increases in these restrictions next year—from two to six percent.

Quickly calculating the worst case scenarios reported by these institutions, the total comes to twenty million dollars in reductions, twice the total budgets of many ARL members. This figure does not include those libraries that did not respond, or what we might define as reduced efforts caused by steady-state budgets (budgets with no inflationary increases for collections and no additional capital for equipment replacement, technology enhancement, or space). There is a ten percent increase in the number of institutions forced to manage under restrictions and budget cuts of even greater depth. During 1991/92 there is a doubling of the number of libraries facing reductions in the range of five to ten percent of their base budgets.

The survey also shows that most of you had considerable flexibility for dealing with mandated budget reductions. Hiring freezes and reductions in staff have generally been utilized to accumulate savings quickly. A conservative count among reporting libraries shows over 220 positions frozen. ARL libraries reported an actual loss of 136 positions. One of the worst cases was Stanford University with forty-seven positions eliminated.

The survey indicates that there is still a great reluctance on the part of universities and library directors to reduce the materials budget. In fact, in a number of universities, the materials budget is exempted as an element on a cost reduction formula. There is also reluctance to shore up operations by reallocating funds from the materials budget. A few libraries are planning to use the materials budget to finance access to remote resources over purchase of them, and to subsidize inter-library loan. As a net borrower from RLIN, one member uses the materials budget to underwrite charges. Another member is cancelling $50,000 in journal subscriptions to support document delivery upon request services.

Speaking of serials cancellation projects, we did not obtain detailed information through this ARL survey about the depth of serials reductions among the membership. We can only say that most institutions reported that serials cancellations projects form part of their coping strategy and that many such projects are underway. Marilyn Sharrow told me that within the University of California libraries alone, serials costs will be pruned by $4,000,000 in 1991/92.

Members report a really serious examination of costs and the value of services. One member told me that the era of extending services and doing more with less is coming to an end. There is a

recognition that staff can be pushed only so far and that it is important to maintain as positive a morale as possible in this environment. I have heard that a number of library directors are reassessing the impact of providing services to the general public. For years, many public universities have followed the practice of providing to their surrounding communities telephone reference and direct borrowing privileges at little or no cost. They now find themselves stretched too thin. Consideration is being given to a range of responses from charging for such services to eliminating them. For example, the University of California at Berkeley has announced that non-U.C. people will no longer have access to the Moffitt Undergraduate Library, and I understand that the University of Maryland is reexamining policies regarding community users.

Some libraries are curtailing hours of service and reducing levels of service. Others are consolidating service points or branch libraries. One library director told me that new CD-Rom products are being closely evaluated before purchase or lease to determine their impact upon staffing. This reassessment of costs and operations and services could not be shared in any depth through the survey, so we encourage you to do so during the open forum portion of this session.

The survey indicates that the current climate of budget slashing has improved the quality and amount of communication between library administrations and staff, as well as with faculty, students, and university administrations. Such communication has been utilized to refine strategies, assess impacts, and make choices. Several ARL directors have told me that this level of communication with university communities and the library's business-like response to current conditions has impressed their administrations and, in some cases, has led to some relief.

During the 1990/91 academic year, cuts often occurred suddenly and more than once. Choices of how to respond were limited, and freezing of positions was an obvious coping measure. With the worst case projections for next year in hand, libraries now have some time to work out more complex and balanced approaches with their administrations, staff, faculty, and students.

The survey was initiated to assist us in communicating with each other during the open forum portion of this session, so let us begin. We would be pleased to respond to any questions you have about the information gathered and to have you share your strategies, thinking, and approaches as you reshape your libraries and respond to the current operational environment. In addition, we welcome your suggestions for how the Association, its standing committees, or the OMS might assist by providing information or support that would be useful to us.

BARBARA VON WAHLDE: Earlier in the week I was bemoaning the fact that I anticipated a five percent budget cut, but this morning I learned that I was one of the fortunate ones who has received some restoration. The survey is like a snapshot, a moving target. I am interested to know how many of you anticipate that one of your responses to this budget environment will be more work on outside fund raising, through development work, grant monies, or endowments?
(Show of Hands)

MERRILY TAYLOR: The only reason I didn't raise my hand is that we're always scratching for money, and that's always a strategy. A big factor for me is the fact that our support staff positions are unionized, yet the rest of the support staff on campus is not unionized. In communicating with the administration, it isn't easy to make them understand that when you are in a collective bargaining situation, making position cuts or shifting work into other areas is more difficult.

ROBERT ALMONY: I've been serving for the last year on an ACRL Task Force for Alternative Sources of Revenue for Academic Libraries, and I want to invite you to send staff members or come yourselves to the ACRL program of this task force at the upcoming ALA conference.

We did a stratified survey including community colleges and liberal arts institutions. One hundred and six public and fifty-four private Ph.D.-granting institutions responded. The report on the survey will be published within the next two or three weeks, and we'll be doing a presentation at ALA. All of you who participated will receive a free copy of the final report.

SARAH PRITCHARD: ARL and the ARL Statistics Committee assisted ALA in the conduct of that survey by discussing the project and sending a letter to members encouraging participation in the survey. As a result, we have very recently received from ALA a set of customized tables breaking out the ARL libraries' responses to every question on that survey, which is not exactly what will be presented in the final publication. The Statistics Committee just had a chance to look at those tables, and we're going to see if there's some way we can distribute the information to the members.

PAUL KOBULNICKY: At my institution our predictions are based upon some anticipated actions by our state legislature. We don't know what

the result will be, but we have encouraged library support staff and librarians to take advantage of opportunities in their communities to meet with legislators and raise the issue of support to higher education.

PENNY ABELL: The declining public support, manifested in lower returns from endowments and general gifts, and the demographics of higher education give me the picture of at least five years of financial difficulty for our institutions. I see that we're reporting the same sorts of shaving activities that we have been engaged in over the years, and I'm curious to know whether any of us have taken bolder steps to take advantage of this era to press certain initiatives that had been politically impossible before. For instance, this could be an opportunity to put the pressure on to increase productivity. Are steps being taken toward either consolidation or decentralization? Both strategies have cost saving implications.

JOHN HAAK: That didn't come out clearly in the survey.

JIM WYATT: One may assume that with libraries facing the kind of stringent budgetary requirements that they are, most other academic departments on campus face somewhat the same situation. Within the Library at Rochester we have initiated several moves this year. We're merging a couple of departments to try to gain some benefit in staff. We've also initiated discussions with some of our other academic departments that have similar operations, particularly small departmental reading rooms, film studies, audio visual, and language departments, to see if we can consolidate the operations and management of several different areas. For several years we've had a very fruitful relationship with computing services, and we're trying to bring this entire information sector of the campus together to do some joint planning.

JOE ROSENTHAL: I can't speak for the entire staff, but at the department head, in upper levels of the administration of the library, I think there is a real and growing sense that this is not so temporary, that there will be fairly dramatic changes in the kinds of services we give and in the way we organize our collections and make them accessible.

We have already done some reorganization, forced by budget cuts. More dramatic change, however, will be in the kind of reference service and bibliographic instruction that we will carry on. We will need to make a very deliberate effort to customize reference service, in terms of providing the levels of reference service to the appropriate constituent bodies of our users. That will mean a different pattern of reference service in branch libraries. Some will no longer have professionals giving reference service. One-on-one bibliographic instruction will be cut down drastically, and we will be exploring methods to provide more group bibliographic instructions. We'll be looking at the entire spectrum of library services across the campus, including those libraries that are independent of the central university library system.

BARBARA VON WAHLDE: While we've had some money restored, one of the most radical things that we were proposing to do is unknown at the moment, to faculty or students. We thought it might be a great cost saver, but a considerable departure from normal library activity. Our problem is that most of us don't know what we're spending on various activities, except in the most global sense. So I certainly appreciate the information I've had from Michigan State University and Virginia Polytechnic University about cost activities. We learned, in examining some of our functions in the most preliminary way that we spend $160,000 on our reserve operations. Our plan is to do away with the reserve service. It's a very labor intensive activity, and staff members that are engaged in this could be spent more actively supporting another area. A lot of student assistant money goes into reserve operations. We make a lot of photocopies for reserve. At this point, we don't even require the professors to provide us with the photocopies of materials, so it is a heavy duty operation.

It would be extremely unpopular to cancel our reserve service. In one conversation with a faculty member, he raised some issues that we hadn't explored, for example there is some material that graduate students use that is only available in one or two copies of out-of-print books in the collection; how do they get to this material if there's no reserve operation?

I still think it's worth exploring. We will probably consolidate some of our reserve operations, because we have too many service points. We need to look at the costs of our operations. Examining this issue will require a lot of negotiation on your campuses. We will be looking at consolidation of other activities, and whether there might be economies of scale, especially in several diffused technical services operations.

DAVID STAM: The possibility of excluding certain readers or charging of certain users as a possible cost containment measure or source of revenue was brought up earlier. I am serving on the

research division of the American Historical Association, and at our last meeting there was some extremely agitated discussion about Berkeley and the harsh and arbitrary exclusion of a group of historians who typically call themselves "independent scholars." I want to alert the membership to this particular threat.

SCOTT BENNETT: We're fortunate in that we're administering a growing budget, so we're not quite in the same position that others are. I'd like to emphasize the fact the money is part of the university budget and our primary responsibility is to increase the value of our services to the university using that money since we are in a generally depressed market.

ELAINE SLOAN: If we are looking more closely at costs of programs and services, trying to relate them to benefits in a systematic way, this is an opportunity to effect some significant changes. We're also, along with all of our colleagues on the campus, called on to be much more accountable. I would certainly welcome any information about approaches to identifying costs and benefits of programs and services.

PAUL MOSHER: Penny's question sought to bring us around from the point of rehearsing our grievances and problems to thinking about solutions and future alternatives.

At the University of Pennsylvania, we've engaged in discussions with faculty on the future. Because we all face the same crisis, faculty are more willing to address some problems on campus that they normally would not even consider. One of the notable changes resulting from these discussions has been some consolidation in the science and technology area.

MERRILY TAYLOR: When we began looking at budget cuts, we had very vague guidelines from the university and we weren't sure exactly what the percentage might be. We asked our department heads to look at their operations and to tell us what they believed to be the minimum acceptable level of service for each one of their operations and then, to tell us what they could essentially give back or eliminate, while maintaining that minimal level of service. I was very impressed by the goodwill and the innovative thinking that was demonstrated and, as a result, we got back a higher level of potential savings than we've been called upon to come up with.

Many of the things will actually improve the way we operate; we should have been thinking like that without the impetus of a budget cut hatchet hanging over our heads. One of the things we are looking at right now is eliminating our bindery unit. The department heads realized that a good deal of the work could be moved to other areas of the library, and some things could be contracted out without any real deficiency in service. We're finding that some work can be moved into other departments or eliminated altogether. While it's painful and nobody likes to go through this, it has had its beneficial aspects.

DON RIGGS: There is a new concept in the management literature entitled "Total Quality Management." It's my understanding that OMS is collecting articles on the concept, so perhaps we will have a SPEC kit focusing on it soon.

PAUL GHERMAN: We have taken advantage of a political climate on campus where people are willing to take cuts, and we have gone through an extensive elimination of serial titles. We're going to cut about $50,000 more than our budget requires and use that money for access—buying article by article instead of buying the journals.

JOE ROSENTHAL: I hope that under the Library of Congress' leadership some radical steps can be taken in the simplification of cataloging. More and more of our original cataloging is becoming minimal level cataloging. That's an adequate solution, but I suspect we should take a more reasoned and determined view of this and come up with some improvements.

DAVID PENNIMAN: My guess is that most of those who said on the survey that they are not facing budget reductions probably have flat budgets, and a flat budget is clearly a reduction. If you add together those with flat budgets and those with budget reductions, the numbers are much farther reaching than they at first appear. I'm really encouraged by some of the comments being made regarding radical and bold steps, and if the Council on Library Resources can help in that way, we stand ready.

JAY LUCKER: I want to reinforce that there are implicit and explicit budget reductions, as David just commented. It's important for those of you who want to circulate the document that you stress the existence of implicit budget reductions caused by inflation. Another implicit reduction is that since jobs are being filled rapidly as a result of the recession, our ability to reallocate unexpended salaries, as has been common practice, has been curtailed. I urge you to use the document with care and, if you're going to cite from it, just remember

that many who reported no reductions are still having implicit reductions.

I'd also like to point out that it's not going to make it any easier for us that, in addition to ARL libraries, every other academic institution is having problems financially. There are many budget reductions in non-ARL libraries, and there will be a trickle-down effect. In our consortial relationships with libraries having smaller collections, fewer staff, and shorter hours, the tendency to send people to ARL libraries is going to increase. We need to be aware of the fact that with all the troubles we have, we'll probably be asked to shoulder some of the burden of the even less fortunate institutions in our areas.

DAVID McCALLUM: On the question of support for the independent scholar, it might interest your association to know that at the CARL general meeting recently, the principle of giving a break on external user fees to independent scholars was approved, provided that those scholars could demonstrate that they were the recipients of grants from either scholarly research councils or foundations. If anyone would be interested in seeing that resolution, I'd be pleased to provide it.

PENNY ABELL: One of the most important implicit budget reductions that we face is that of being required to support significant new programs without significant new resources. Even worse, our being required to support declining programs that are nevertheless sustained by the institution. I'm interested to know whether you have experience with successful or effective dialogue within your institutions, regarding disciplinary programmatic planning, and what the effects of that planning will be on library budgets. For example, in looking at our costs, we saw that the annual cost of supporting our East Asian collections program is virtually identical to the cost of supporting the Kline Science Library. The difference between Kline and the East Asian collection is that the Kline acquisitions budget is about twice that of the East Asian. The East Asian staff budget is about twice that of the Kline. The question is, "What about academic programmatic planning, institutional planning and the effectiveness of that planning, as related to libraries?"

JOHN BLACK: We're in the middle of a process that is totally out of our control. The University, at the initiative of the President, decided to undertake a review of all the non-teaching units, including the library, starting last fall. A three-phase review is rapidly coming to a conclusion now. An external management consulting firm is conducting the review along with an internal study team. The result will be a report that will eventually form a mandated reorganization, probably detailing the need for management restructuring and service cuts.

I will get to see a draft of this report, and I will have one week in which to make some comments. It will then become law. Throughout the process, I'm operating under a gag order and cannot discuss it with my staff. You talk about being hung out to dry, that's how I feel. This is something that may well affect other campuses, because I have a feeling that our President is not the only one who's looking at what I consider a rather simplistic approach to solving a budgetary problem.

MERRILY TAYLOR: I know Duane's looking into the possibility of a private server conference for ARL directors whereby we could exchange E-mail on interesting topics and ideas, and ask the kind of questions Penny has asked and receive some prompt responses.

At Brown we have something called the "Academic Directions Committee," which is a group of senior faculty and deans who are looking at the academic programs, that is supposedly going to produce a report, a year from now, on what should be strengthened, what should be eliminated, and so on. I understand they're having considerable difficulty already, because they're finding that this is much more difficult than it appears. The other problem I see is that the cuts in the administrative and support services are proceeding ahead of this academic process, so that when they do turn in their report, they will have already eliminated some of the resources that they need to support the academic programs they're trying to plan for.

SHIRLEY BAKER: I have to extend my comforts to John. Our chancellor has said in public, quite a few times, that the use of the outside consulting firm was a mistake and that they were very sorry and, given it to do over again, they would have done it very differently.

I'd like to add, in response to Dave Penniman, a number of us who responded on the survey that we were not receiving decreases actually have increases because we're new. In some cases, the increases are to make up for university administrations that had simply stopped listening to previous directors. I'm using this leeway to put the mechanisms in place to survive when we don't have money. I'm spending a lot on fax machines and document delivery. I'm also strengthening my inter-library loan, both so that we can borrow more things and that we can respond to others' needs.

JIM NEAL: At Indiana we recently set up an endowed professorship program, with the goal of establishing thirty such positions at the University, and we have been able to guarantee that twenty-five percent of the earnings from each of those endowments will go to library support, not necessarily just collections.

We have had a sign-off procedure for many years on new programs, and the College of Arts and Letters Library Committee recently recommended to its dean that about eighty percent of the programs at the university are in that college. He accepted the fact that, not only will there be a sign-off requirement, but each new program must have attached to it a substantive report, to which both the faculty members and the library contribute. The first test of that will be a proposed cognitive science program for which there are significant dollars attached in the Library, and we don't know if that will work.

JOHN HAAK: I want to leave you with a concluding observation. On Tuesday evening the Juilliard String Quartet was performing Beethoven here in Montréal. The final movement of Beethoven's last quartet, Opus 135, is entitled, "A Difficult Decision." This movement is a dialogue between two dominant themes. One anguished theme asks, "Can this be?" The other, sweetly dance-like in nature, answers, "It must be." From my conversations with you and from this forum session, I believe we have moved past the stage of anguish and bewilderment. It has been delightful to talk with so many of you and to hear how positively and professionally you have been leading these institutions we value so much through this period of adjustment and change.

BUSINESS MEETING

Statistics Committee

GRAHAM HILL: I am reporting today on behalf of Kent Hendrickson, the Chair of the Statistics Committee. I can report that the Statistics Advisory Committee continues its diligent pursuit of the uncountable, the intangible, and the undefinable by developing, refining, and rearranging questions that the membership may ultimately find ambiguous, irrelevant, or totally unanswerable but which, if not on the scale of the search for an answer to the meaning of life, are intended to help us answer those questions about our libraries that we all get from on high, which are generally at the level of "Why is there only one Monopolies Commission?"

In the report on Association activities for the past six months, it was stated that the statistics program was moving ahead in three principal areas: government documents, access measures, and measures related to automation and electronic services. I will therefore report on progress in these three areas and conclude by noting the reports, questionnaires, and statistical products that you will be receiving over the next few months.

First, Government Documents: As you know, the Supplementary Statistics Questionnaire was used to gather pilot data and information, and a paper that was commissioned on the subject was used to frame several in-depth discussions within the Statistics Committee. The Committee discussed the issue from every possible perspective, including the number of categories and the various methodologies and formulas for recording documents collections. Advice was sought from government documents librarians and specialists.

As reported to the membership last year, the Committee made the decision to move government documents questions to the main questionnaire in 1991. Accordingly, in 1991 the main questionnaire and instructions will be revised as they relate to documents. Encouragement will be given through a broadening of the definition of a "cataloged document," to include documents in the serials, microforms, and volume counts. An additional line will be added to the "Collections" section of the questionnaire to capture as a piece count any documents not reported elsewhere in that set of questions.

Second, Access Measures: the Committee has finalized nine core measures of access to be gathered in approximately twenty questions that will be added to the Supplementary Statistics Questionnaire in 1991. Sampling will be allowed for all of these questions. One or two of these additional questions will provide the Committee with information to assess more precisely the utility of certain data and to test the degree of ease or difficulty which member libraries experience in reporting.

Third, Automation and Electronic Services: members may recall that in accordance with a decision taken by the Committee on the Management of Research Library Resources, the last automation inventory was conducted in 1989. The Statistics Committee is therefore working to develop an inventory of library characteristics and access measures that will gather information which changes only slowly over time. Such an inventory, or profile, with about thirty questions contained in not more than two pages, would be taken only periodically, say every three to four years, and would include a number of questions on automation. This inventory questionnaire will be finalized this summer and mailed to members in the fall, after the other statistics have been submitted. The final publication format and the ultimate goal of having this consultable on-line are being pursued.

The Committee has also reviewed the "CAUSE Institution Database Survey" and other recent developments outside ARL in the area of automation statistics, including recommended revisions to the IPEDS Academic Library Survey for 1994. We will be seeking to gather more detailed information on automation expenditures in ways that complement these external developments.

Finally, I can report that a copy of machine-readable files covering the last twelve years of law and medical library data, and the last two years of the ARL statistics, will be distributed to members in the Fall. Members should also expect to receive three printed reports: one on the 1989-90 supplementary statistics; one on the "optional data" responses to the 1990 salary survey; and one on the ARL database development project that was funded by the Mellon Foundation in 1989-90, and for which the Statistics Committee served as an advisory body.

Task Force on a National Program for Scientific and Technical Information

LOUIS MARTIN: In October 1990 the Board of Trustees decided that since the scientific and technical information (STI) problem was not going to disappear, the Association had to determine if it has a role to play in coming to grips with it. The Board, therefore, asked the staff to get together some ARL worthies to ponder the question, and a task force was convened last month.

The Task Force consisted of Marilyn Sharrow, California-Davis and the president of some shadowy organization along the East Coast; Martin Runkle, past President of the same organization; Richard Talbot of the University of Massachusetts; Susan Nutter, North Carolina State; Betty Bengtson, from the University of Washington; Elmer Smith, from the Canada Institute of Scientific and Technical Information; Joe Howard, National Agricultural Library; Prosser Gifford, the Library of Congress; Jay Lucker, MIT; and me. The staff helping us were Jutta Reed-Scott and Jeff Gardner.

The charge of the Task Force was to recommend an appropriate role for the Association in furthering the information needs of the nation's scientific and technical research community. That effort was to include the identification of appropriate individuals and groups from the science information user community, as well as from the research library community, who should join with ARL in the development of this information program. In addition to identifying possible participants in a national panel on scientific and technical information services, the Task Force was to advise the staff on needed initial research efforts.

The group convened April 11 and 12 in Washington, and began to sort out the various facets of this terribly complex problem. It was decided early on that the Task Force would not limit itself to the problem of serials prices. We would try, rather, to take a broader view of the problem, the formation of a "national program for scientific and technical information."

Several conclusions were reached by the task force. Any program will be, whatever its efficacy and size, a distributed program. We are not going to replicate the experience of the National Library of Medicine. There are going to be many players, and each has to be a key to the solution of our problems. Further, the program is going to be evolutionary. It's not going to happen in a stroke. Finally, and most important, we think ARL is the only group that could call together the other players in this serious game, to see if together we can effect a mutually satisfactory solution.

The result of the meeting is two important recommendations to the Board. First, the Task Force recommends that ARL identify access to and delivery of scientific and technical information as a major ARL strategic program objective. Interestingly, in all the years of ARL existence, there has never been a direct and forceful initiative dealing with STI. This would be an important new departure for ARL.

Second, the Task Force recommends that the ARL Board of Directors establish a broadly-based Committee on Science and Technology Information Needs involving both ARL directors and members of the scientific community. The committee would act as a catalyst for advancing research library initiatives in the area of access to scientific and technical information. It would provide the organizational locus for developing projects and coordinating ongoing ARL efforts across all capabilities.

There are a number of specific goals and programs that we would like to see addressed by any group that is put into place. We think it's important to promote enhanced access to STI, to enrich research and teaching, and to improve scientific productivity.

We also must ensure the proper creation, selection, and long-term care of unpublished documentation and electronic records; extend existing capabilities of research libraries to meet information needs of scientists and engineers; support the increased use of technology for electronic information conversion and for rapid delivery of articles and other information; and promote federal funding for resource sharing programs in science and technology. It was agreed, by the way, that any long-term effort must have a strong dose of federal support.

The committee should see to the development of comprehensive and rational STI policies to govern the roles of the federal government, industry, and academic institutions in the distribution and provision of STI.

There are a number of program priorities that we hope will be established. To get started, the Task Force recommended to the Board three enabling actions.

First, the Task Force recommends that ARL create this broadly-based Committee on Science and Technology Information Needs, involving both ARL directors and key members of the scientific community, and provide ARL staff support to establish the organizational locus for STI activities at ARL. Second, ARL staff should prepare an ARL executive briefing package to acquaint the higher education community, industry, and government policy makers with the key issues. The third

recommendation is that ARL develop linkages with important players involved in STI policy, development, and funding and that ARL establish formal liaison relationships using ARL staff and personnel in ARL libraries.

The task force discussions that led to these recommendations were wide ranging, and they weren't confined to members of the Task Force. The evening prior to the meeting, Jeff Gardner, Duane, and I met with David Penniman of the Council on Library Resources, to acquaint him with our interests in scientific and technical information needs. We met also with representatives of the National Science Foundation, the Office of Technology Assessment of Congress, and another representative of the Council on Library Resources. Out of all those conversations came the report from which I quoted. I must commend Jutta Reed-Scott and Jay Lucker for their work in putting it together.

At this point, I understand the report has been submitted to the Board. President Sharrow will comment on the reception that it received. Beyond that, I cannot say where we will go with this, but the Task Force had no doubt at all that ARL is the only organization on the horizon that can bring some coherence to the effort to stem the hemorrhage that is our sci-tec periodical budgets at the moment.

I'd like to take this opportunity to thank the members of the task force for the time and effort they gave on our behalf, especially Elmer Smith who brought the Canadian experience to bear in a very enlightening way on the problems we face in the U.S.A. It was a very worthwhile meeting and if ARL can take the first step, the work will not have been in vain.

JIM WYATT: In its consideration and in future considerations, may we assume that scientific information generated by the federal government and the state governments, as well, will also be considered by the committee?

LOUIS MARTIN: Very definitely. One of the facts you raise by that statement is the recognition by the Task Force that a lot of the interest in STI is going to overlap with the interests of other groups, such as the Information Policies Committee and the Office of Scientific and Academic Publishing. There's going to be a lot of interaction, if this goes forward, with other ARL constituencies.

Committee on Scholarly Communication

PAUL GHERMAN: The Committee on Scholarly Communication met for the first time yesterday. At that meeting, we reviewed the charge to the Committee, and we looked at ARL's strategic plan as it relates to the committee. Our role is advisory to the Office of Scientific and Academic Publishing, so we gave Ann some advice on various issues.

We talked about four areas that we think are where we'll have our most intense activity: education—Ann has been traveling around the country already, talking to many university groups about the issue of scholarly communication, especially those areas of intellectual property and copyright; research—gathering data and statistics that will be useful to us as we look further and deeper into the area of scholarly communication; tracking the electronic journal as it develops in this country, by making contact with publishers of electronic journals; and developing liaisons with other societies which will be dealing with the area of scholarly communication also, such as publishers and academic groups around the country.

Over the last several months, Ann has visited a number of libraries. I'd like, at this time, to give the floor to several of the directors who invited her to their campuses to report on activities that have followed from those visits.

NANCY EATON: Ann joined us at a special invitational conference recently. We identified about fifty-five faculty members who were editors or members of editorial boards of major journals and invited them to a special seminar. Ann focused primarily on trend lines, because we didn't think that information was easily available to faculty on campus. Jim Williams talked about CNI. I talked about what document delivery and print on demand might look like, in a new environment, and we had the director of the University Press talk from his point of view.

The reaction was very good. In brief summary, we had some editors who felt we were being overly optimistic about their ability to affect publishers. A larger group felt they were not being active enough with their editorial boards or their own associations and that they needed to be more aggressive. They were very supportive of our continuing this kind of session. The major request was that we start providing them with information on specific journals and price trends, because they can't easily get that information.

WILLIAM CROWE: We, in coordination with Nebraska, asked Ann to visit us early in April. She claimed the singular success of attracting ninety people to a colloquium at exactly the same hour as the NCAA number two Jayhawk basketball team was being welcomed home and classes were being cancelled. We attracted the vice chancellor for

research and graduate studies, a distinguished professor of chemistry who's an editor of the *American Journal of Chemistry,* as a panelist and, in the audience, we attracted a number of distinguished professors and members of editorial boards that we had not been able to reach very easily before.

The publicity on campus afterward was especially helpful, as we are going through journal cancellation projects. We have been encouraged by many on campus to do very much the same thing in an annual or periodic colloquium series to reach campus opinion leaders, as well as to develop a list of journal editors and editorial board members on campus, which does not now exist anywhere.

PAUL WIENS: Last fall, Ruth Patrick, Ernie Ingles, and I, at a meeting of the Council of Prairie University Libraries, arranged to bring Ann to our campuses as a joint venture. Speaking for the University of Saskatchewan, we felt that Ann's visit was successful. We were concerned about getting support for the library and dealing with the increasing costs of library materials, of course. Although the University of Saskatchewan Libraries have an indexed acquisitions budget, we are still very concerned that faculty and university administration be well informed about the nature and magnitude of the problems we're facing, the reasons for some of the problems, and what some of the alternatives might be.

Ann's visit took the form of two meetings: one for staff on electronic publishing and another one for faculty, deans, and vice presidents on the whole issue of scholarly communication, journal pricing, and possible alternatives to the present system. What resulted was an increased understanding of the nature of the problem, and the beginning of a shared knowledge base with faculty and academic administrators, and particularly with the associate vice president of research with whom I afterwards had a lengthy discussion concerning initiatives we might undertake to sensitize faculty who are on editorial boards.

I think we now have a much more enlightened vice president of research and much greater shared understanding of the situation that the library faces. I think the Office of Scientific and Academic Publishing is an absolutely essential capability, and I'm delighted that ARL set it up.

PAUL KOBULNICKY: Ann gave two basic presentations; one to the library staff in the morning, just to sensitize them, and one to faculty at an open meeting in the afternoon. The turnout for the faculty meeting was very light. This was due in large part to the fact that the university had already committed to a fifteen percent increase in the acquisitions budget for the coming year. Ann helped to set up a maintenance program and to increase awareness among the faculty.

ERNIE INGLES: We were part of the Western Canadian tour that Paul referred to. I think the libraries that participated in that tour had slightly different agendas. My agenda was staff development, as well as some enlightenment for senior university administrators, including the vice president academic.

The presentation was done very well, and it led to further discussions on campus, including a fairly lengthy piece in the campus administrative newsletter that was quite sympathetic to the library.

BETTY BENGTSON: Ann conducted eight sessions over a two day period and made contact with over two hundred people from the faculty and the library staff on campus. She talked about both general serials pricing issues and electronic journals. The objective was to put contingency planning into the larger context of what's happening with serials pricing and other things in scholarly publishing. We don't really know yet if we have to do serials cancellation, but we are making some plans.

We had sessions with faculty who are editors and on editorial boards of major journals and made contact with a number that we didn't know about. Ann was able to meet with the faculty on their own ground on this issue, and made a very good impression with them. She was able to open dialogue for the libraries with the faculty that will be continuing over the next several months and years.

SUSAN NUTTER: Ann has made five trips to North Carolina in the past six months. The University Library Advisory Council, made up of the sixteen campus university librarians conducted a "Seminar on the Crisis in Scholarly Communication," and Ann was our keynote speaker. The audience included the provosts, key faculty, and university librarians of the sixteen campuses.

We also had as a speaker Provost Peter Wagner from SUNY Binghamton, who has attended several ARL meetings and has done some research and publication in the area of serials pricing. Dr. Wagner is Chair of the NASULGC Library Committee. Another speaker was the Governor's Scientific Advisor, because we felt it was useful to create a link to that office.

Ann met with the Faculty Assembly of the entire UNC system. She also made similar presentations on our own North Carolina State campus,

meeting with faculty, students, and library staff. As a result of these programs and with her invaluable support, we have developed plans for both system-wide efforts and individual campus efforts.

There have been some other interesting outcomes. Ann joined me and some other UNC librarians, the State Librarian, and a key UNC system administrator to meet with Representative David Price, U.S. Representative to Congress from the Triangle area. He's become interested in the problem and has agreed to work with the ARL Office of Scientific and Academic Publishing to try to get one of the Congressional Committees interested in the issue of ownership as related to publications emanating from federal research grants.

I should also add that the North Carolina legislature, in making some sweeping and deep across-the-board budget cuts, has chosen to exempt libraries from these cuts. I have to think that these efforts, impossible without OSAP's support, had something to do with it.

Our students have responded to these presentations very well. Some time ago we had asked our student newspaper, the *Technician*, to follow the lead of the student newspaper at the University of Texas at Austin and publish a list of journals cancelled by the NCSU libraries. They wouldn't do it. After Ann's visit, they decided to do it on their own and this is it: the front page is covered with fourteen columns of seven-point type listing the 1,864 serial titles NCSU cancelled this year. The editorial inside urged students to send a copy of the newspaper to their state legislature and a contribution to the library fund.

We're very pleased with the efforts of the office and feel that as ARL we have made a good investment in establishing OSAP.

Report from the Executive Director

DUANE WEBSTER: It is gratifying to hear your response to the work of the Office of Scientific and Academic Publishing. The notion here is that the more time ARL staff are spending with you in your institutions, working with your staff and your faculty, both the better informed we become and the more directly applied our programs are to helping you solve your problems and address your needs.

There is this duality in the ARL mission. We are concerned with looking at and shaping the future environment for research libraries, but we're also concerned with how we address today's problems on your campus by providing new tools and assistance. The other capabilities of the Association are also directed along that same tradition of working closely with you on your campus, directly with your staff and faculty, to look at these issues and talk about the changes that are taking place in our environment and how we need to work together to address those problems. Over the last three years, we have made a major investment in trying to build this responsive program structure, an operating framework that takes the resources you've made available to us and attempts to direct them across a limited array of capabilities.

We have a framework of twelve capabilities. Each of these are working with limited budgets to support you, and to shape the future environment. Ann's work is typical of the talent, the energy and the dedication that is present in all the staff working to advance your interests.

I want to look at three things today. One, the changes in the committee structure; two, our activities in relation to the Elsevier/Pergamon merger that OSAP has been involved in; and three, some of the future directions the Office is taking.

First, in terms of the committee realignment, we have been working with a strategic plan to both focus and, in some instances, to redirect the activities of the standing committees, to correspond to the seven goal areas or strategic objectives that have been set forth in that plan. This has led to some tinkering with names and charges of several committees, and to the establishment of a new committee, the Committee on Scholarly Communication, which Paul Gherman has already reported on. The intent of these changes, in part, is to tie the work of the standing committees to the strategic plan.

In a real measure, we're looking within the Board and the governing structure of the Association to be able to make choices about what things we don't do, as well as what things we do get into, because, of course, the range of possible issues seems to be endless. By using the strategic plan and the objectives, it allows us to provide a specific framework for each committee to work within and, thus, make choices about what gets put on the ARL agenda and what program activities are sponsored and advanced by the committee structure.

The most recent statement of the ARL agenda is reported in the current ARL newsletter (#156, May 8, 1991) in the lead article. This is an effort on the part of staff to articulate research library needs, and the responses that we are making to those needs, within the framework of the seven broad objectives that serve as the strategic plan for the Association.

A fuller working paper on these issues was developed in response to a request from the Association of American Universities, which wants to have a better understanding of the range of issues

and interests that ARL is working on, in order to build an alliance between our two organizations.

As the committees are working in these seven areas, we expect this agenda to evolve and, in fact, Marilyn will be commenting on how we are going to be looking to the committees to present the emerging part of that agenda as part of the discussions at the fall meeting.

The second item I'd like to comment on is some of the current activities of the Association. We have tried to provide to you a full report on those activities, part of the regular documents that come in the pre-meeting package.[see pp. 71-79]

I won't go over it in detail, but I hope you will take a moment to scan that document and get a sense of the range of activities that are being undertaken by a relatively small staff. The breadth and level of those activities is impressive and we want to make sure that you have as much information as we can provide.

A new feature of this report is an effort to present a table on how the dues resources that you provide are distributed across the twelve capabilities maintained at the Association. We have one list of how your dues are distributed by capability and then a second set of figures giving the total size of the budget for each of the capabilities, since many of the capabilities, especially the Office of Management Services and the Office of Research and Development, secure a significant amount of funding in addition to dues support. Overall, forty-six percent of our budget is supported by dues. The rest comes from other sources.

The activities that are going on in the Office of Management Services, in preservation, in the Office of Research and Development, and in the Coalition for Networked Information are well described here and I invite your questions or comments on those activities.

I want to talk a bit more specifically about efforts ARL staff have undertaken in response to the announcement of the purchase of Pergamon by Elsevier. First, there is an article in the Newsletter (ARL #156, p. 7) that describes the event, March 28th, that the world's second largest scientific technical medical publisher, Pergamon, was purchased by Elsevier, the world's largest STM publisher. With that action announced in the national press, ARL's Office of Scientific and Academic Publishing began an assessment of exactly what the merger might mean to our members.

We also started looking at what actions we could take as an association, within the federal regulatory process, to determine whether or not this was an appropriate merger. We discovered that for foreign companies, if they had assets in the U.S. of $15,000,000 or an aggregate annual sale, in the U.S., of $110,000,000, they would be subject to a regulatory procedure called the "Hart Scott Rodino Regulation," which requires that they file their intention for merger with one of the regulatory departments, either the Justice Department or the Federal Trade Commission. At the outset of this effort, we did not know which department would be deemed appropriate for that filing.

These two publishers in the aggregate have at least ten to fifteen times those base line requirements, so they are, in fact, subject to pre-merger notification rules. We looked at the other question of what triggers an investigation or an inquiry by either the FTC or the Justice Department, and we found, in that regard, that competitors are not appropriate agents to raise questions about the legitimacy of such mergers: customers are. As you may know, when you look at the academic marketplace of 3,500 institutions, our membership actually accounts for about 40% of all acquisitions done in the academic marketplace. Clearly, out of those 3,500 institutions, the 94 U.S. university members of the Association of Research Libraries are the prominent consumers of the STM literature being published by these two firms.

We felt that it was appropriate, therefore, for us to put forward a letter to both agencies, raising questions about the impact of this merger on market share and our ability to maintain those journal subscriptions from those two firms. Our letter did have an effect. The case began with the Justice Department and, during the last week of April, moved over to the Federal Trade Commission. Once we filed the letters, we were asked to make a personal presentation to both groups in sequence.

We met with staff from the University of Michigan, who agreed to provide some support in our meeting with the Justice Department, and we took a member of the law firm that represents the Association of Research Libraries. In addition, an economist with ECS (Economic Consulting Service), the firm that did the original journal pricing study, contributed some pro bono time to attend those sessions and contribute his expertise and point of view.

Following the first meeting with the Justice Department, a second meeting was held with the Federal Trade Commission on May 2nd. In that setting there were five FTC staff, economists and lawyers, in a rather extensive session. They asked a great number of questions about the nature of the scholarly marketplace and the difference in the scholarly marketplace as compared with trade publications. They were particularly interested in questions like the obstacles to entry into the marketplace for new titles and new publishers. Appar-

ently, the notion of the obstacles to new players is one of the critical questions that the FTC asks when they are looking at whether or not a merger is, in fact, affecting this marketplace. In addition to our letters of inquiry and the formal meetings that we've had, the FTC has followed up with phone calls to several ARL members to secure additional information, and I think those calls have proven to be very useful to the Commission.

This process has all had to take place in a very short period of time. There was a thirty day filing review period, and if there is no action taken by the FTC at the end of that thirty day period, then the merger is allowed to go forward. Our understanding, in talking to the lawyers last week, is that the the thirty-day deadline has passed, that we were not able to stop the merger. Elsevier was able to answer the questions posed by FTC, so they will be able to go forward. However, we have gained the attention of the FTC on this matter and its possible adverse effects on the marketplace. They have encouraged us to come back to them at a later point, if we see an impact on prices from this merger.

While our effort has not been successful in blocking the merger, it has been successful in calling attention, on the part of regulatory agencies, to this set of issues. It has also drawn attention on the part of the commercial publishers to our interest in their activities and the fact that we are prepared to set in motion the inquiry process that's necessary in the way the regulatory procedure works domestically.

Let me pause there and see if there are questions or comments on the Elsevier Pergamon event. As you know there are delicate issues here, particularly during the review process. There has been a call for confidentiality on the part of the agencies and on our part in making that submission. There has not been a lot of information coming forward and, in fact, we do not expect a large amount of publicity on this issue.

PHIL LEINBACH: To what extent do you think other publishers will know about this inquiry? Obviously, Elsevier does. You said they had to answer questions. Will the word get out to other publishers that we are exercising this vigilance?

DUANE WEBSTER: I think so, yes. It is a small field, a select field, becoming more and more select, as time goes on. They do talk about these things. They are very much interested in what ARL is doing. They pay close attention to the activities of OSAP in that regard. It is my understanding that the publishing community does know that we're actively questioning the validity of this merger.

BARBARA VON WAHLDE: I thought I heard, when Lou Martin gave his report about the Task Force on Scientific and Technical Information, that one of the goals of the new committee to be formed is to work with key players, and some players were mentioned. It's not clear to me whether the publisher is viewed as one of the key players in some of these activities that we're starting. Maybe we send some mixed signals, because we also work with many of these publishers through the CNI. There seems to be a delicate balance between putting some pressure on them, having a presence, articulating our perspective and, at the same time, wanting to form liaisons and working relationships. Both of those things are very admirable. It's going to be difficult to orchestrate. I'm interested in your views on that.

DUANE WEBSTER: We are trying to orchestrate that, and it is difficult. We are interested in working on a project basis, within the framework of the Coalition for Networked Information, on projects that might lead to an effective involvement of the commercial publisher in the networked environment. Also, as Paul Gherman pointed out in his report on the Scholarly Communication Committee, a significant component of OSAP interests and activities is to encourage university-based publishing, a fresh approach to publishing in a non-commercial arena. It's important for the Association to have an investment in both areas, that is, cooperative projects with commercial publishers, and at the same time looking at the future of scholarly publishing to encourage innovation that might lead to a more balanced, more robust marketplace in which the price spiral is moderated.

JAY LUCKER: I think we should be aware of the fact that if you think our faculty and scholars and research staff are not fully aware of all of the issues involving scholarly publishing, you should talk to people in the federal government. We have a long way to go to educate regulatory agencies about the nature of scholarly publishing, if you expect them even to be sensitive to issues like monopolization and mergers. I spent an hour and a half on the telephone explaining the problem to someone who suggested, "If you don't like the journals, why don't you buy other ones?"

We really have a long way to go. We've just worked on our own campuses. The work that OSAP is doing is great, but if we're going to talk to people in government about the issue of scholarly publishing, we have a big educational job to do. I think we should not underestimate the ignorance of a lot of government agencies about this whole issue.

I met with one of the four senior managers of one of the publishing companies that's just been mentioned. Despite the knowledge that ARL was concerned about the merger, I don't think that there are going to be any residual problems with regard to our ability to work with these people on CNI or other things. I think that while, obviously, they would like to have gone ahead with this unopposed, the fact that we have raised questions is not going to make any difference. There's an interest on the part of Elsevier to work with the research library community, even when I mentioned the projects that are going on. I don't think that we have much to worry about.

DUANE WEBSTER: I think you're right. In fact, I've had contact with representatives of Elsevier and indicated that this is not a personal issue: it is an organizational issue. We represent a significant market share that has been affected by this action; we have an obligation to our members to represent their interests and ensure that the regulatory process works. I think they understand that.

MERRILY TAYLOR: If the FTC is encouraging us to come back to them if we perceive price increases as a result of this merger, it would behoove us all to begin tracking our Elsevier and Pergamon serials at this time. We may have trouble attributing a price increase to this merger.

As soon as we heard that this had happened, we ran a list of our journals to see what percentage of our holdings were from those publishers and it was quite a high percentage. I would encourage us all to start looking at that now, so that if there is a trend we can see it reasonably clearly.

DUANE WEBSTER: At the end of this process, what have we learned from this? It's absolutely essential, when working in a narrow time frame of this sort, to have support and help from members. One of the things that we've learned is your willingness to allocate staff time for this and give us data. The next lesson is the difficulty of getting that data out of our acquisitions systems. We do have to be thinking about it if we're going to be able to monitor and track price patterns and the impact of this merger on the market. We need a way of collecting that information, readily packaging it, and bringing it forward.

NANCY CLINE: It's a time when many of us are going to be called upon to speak in many different contexts—not only on our own campuses. We may find ourselves quoted or have comments attributed to us in various types of press. It's very important that when we do speak, we identify the hats under which we are speaking.

As one of your representatives on the Coalition Steering Committee, I feel like I have a foot in each cold and icy pond that's out there. It becomes more and more complex as issues such as this become more heated, when we may have an institutional perspective that differs from an association perspective, or when we need to distinguish clearly something we want to push as a Coalition initiative, that may not completely mesh with how our traditional roots and culture have told us we should respond, in terms of a library perspective.

We really must not lose the trust that we have had, within the Association of Research Libraries, director to director and as a community. Right now it will be very easy to see us divided over some issues for all the wrong reasons, and misunderstandings could really be exaggerated.

DUANE WEBSTER: At the meeting of the American Council of Learned Societies two weeks ago, it was captured very directly in the course of the presentations. You have, on the one hand, a leader like Derek Bok calling for revitalization and extending the instructional programs of research universities. At the same time, you have Lynne Cheney of the NEH coming forward and questioning the productivity and the "econobility" of the scholars.

I think the *New York Times* announced last Friday that there are some two hundred and forty colleges and universities that will be the target of government audits of their indirect cost charges. It's a period of time where there are some real stresses and strains in higher education. It's important for us to respond, in terms of both a united front and in articulating those issues that are important to us as the research library community. Second, it seems increasingly important that we build and extend our alliances with the external community.

As Nancy was suggesting, the Coalition for Networked Information that we've formed with EDUCOM and CAUSE is really proving to be an extraordinary setting for research libraries to have a more visible and influential presence in this external environment. It also gives us a chance to work in a different setting, with different players—commercial publishers, smaller institutions, information technologists—all trying to solve some problems and move toward the future. The notion of these alliances with other players is really one of the important fundamental directions that ARL is taking. Certainly, it's at the heart of the idea with the Coalition for Networked Information. The success of the Coalition over this last year, with a hundred and thirty-four members, three national

meetings, and eight working groups, shows the leverage that we can gain by linking arms with these other agencies.

The success of the Coalition for Networked Information has lead the three organizations, ARL, CAUSE and EDUCOM, to create a new alliance called the "Higher Education Information Resources Alliance." This new alliance is intended to identify additional projects that ought to be done collectively to advance our interests and to leverage our influence. We are in the process of defining those projects currently.

That sort of additional alliance is being formed with other groups on other topics. We've tried to describe those in the activity report. The American Council of Learned Societies is one of the groups that we've been spending a lot of time and effort with. The Association of American Universities is another. The Council of National Resource Center Directors is one we're working with on the foreign publishing project.

These are the directions that we're taking, attempting to clarify and establish ARL positions and policy on important issues affecting the future of research libraries, through our realigned committee structure and the goals targeted in the strategic plan.

Once we've established and clarified our position on those issues through member driven activity, then we're able, through these alliances, to exert our influence and move on those issues.

MARILYN J. SHARROW: I would like to acknowledge two people in the audience that we didn't have an opportunity to welcome last night. Nancy Baker, the new Director of Libraries at Washington State University, and David Kohl, the new Director at the University of Cincinnati. I would also like to acknowledge three ARL Directors who will not be with us at the next meeting. Ken Peterson from Southern Illinois University, Elmer Smith from CISTI, and Calvin Boyer from the University of California-Irvine. I speak for all your ARL colleagues when I say we enjoyed your company and all the help that you've given ARL over the years. Thank you very much.

I would like to make a brief President's report. The February Board meeting was highlighted in a letter that you received previously, and the minutes were included in your meeting packet. Your Board, at its May meeting, conducted the following business items:

We endorsed the report of the Task Force on Scientific and Technical Information and we approved the concept of a broadly-based committee. We directed ARL staff to cost out a variety of scenarios, both organizationally and financially. That report should be ready for the July Board meeting. The Board reviewed ARL's financial situation and audit and congratulated Duane and the staff on a positive monetary picture. I think it indicates another good year ahead. Thank you very much, Duane.

The Board has authorized the staff to begin working with a real estate agent to look at new space for ARL, either leased or for purchase. ARL has been in cramped quarters for some time now, and it's not possible to renovate the present building. The lease, on which we spend close to a hundred thousand dollars a year, expires in 1992. The market may be right for buying Washington, D.C. real estate, and the Board has asked Duane and the staff to start looking for better space. It might be such that we won't be able to find space that we can afford, but it would create a good equity position for us. We could lease or buy better and bigger space alone or with some other organization.

ARL has bestowed two awards over the last two years. One to Professor Henry Barschall and the second to Senator Claiborne Pell, both in honor of their support and commitment to research libraries. Those two awards have been successful for ARL. We'd like to continue to make awards to people who have done well for ARL and for research libraries, as appropriate. In order to do that, the Board accepted the Awards Policy drafted by the staff, and it will be added to the ARL Policy Manual. The document describes the procedure with the intention that ARL could make an award yearly. It is not a financial reward, but rather an award of appreciation.

Finally, planning for the fall meeting has begun and the theme will be the analysis of issues confronting research libraries in this time of economic constraint. We will utilize the ARL Committees to lead discussions on various aspects of these issues and seek strategies for further support and action. The Board endorsed a panel with the foundations. Foundation directors will be asked to speak to us on foundation developments and where their funds are being allocated.

That concludes my report. Are there any other questions or comments about the business that we have conducted today? Is there any new business? Hearing none, I declare this meeting adjourned.

APPENDICES

APPENDIX I

REPORT ON ASSOCIATION ACTIVITIES

OCTOBER 1990 - MAY 1991

SUMMARY

The *ARL: Strategy for the 1990s* planning document continues to shape Association activities. The implementation of this plan resulted in the establishment of three new capabilities in 1990, the Office of Scientific and Academic Publishing, the Office of Research and Development, and the ARL/CAUSE/EDUCOM Coalition for Networked Information. In the last six months, efforts moved beyond the start-up concerns of program definition, staffing, and developing working relationships, to new matters of action and policy on the issues targeted in the various programs. This report describes these actions and notes continuing activities in support of established ARL capabilities and services.

The 1991 Program and Financial plans, aligned with the strategic program objectives and capability structure, were approved by the ARL Board of Directors in February. In order to better identify current and emerging issues requiring attention from research library leaders, the Board implemented a reorganization of ARL committees to link each standing committee to an ARL strategic objective. The strategic plan also serves as a platform to launch new initiatives in the area of access to foreign research materials, access to scientific and technical information, and impact of technology on research library services and resources.

Highlights of ARL program activities since the October membership meeting include:

- *ARL Statistics 1989-90* and 1990 *Annual Salary Survey* published; ARL participates in project to improve IPEDS statistics, page 3
- ARL newsletter features articles contributed by noted experts, page 5
- *National Libraries' Roles and Responsibilities* published, page 5
- Relations with American Council of Learned Societies strengthened, page 6
- BITNET/INTERNET mailboxes established for ARL program staff, page 6
- Spring membership meeting in Montreal held in conjunction with Canadian ARL, page 7
- Future meeting sites selected -- Hawaii in 1993, Austin in 1994, page 7
- New committee structure approved by Board, page 8
- Task Force on National Program for Scientific and Technical Information formed, page 8
- SPEC surveys and kits underway and completed, page 10
- OMS Training and Staff Development Program schedule, page 11
- ARL presents Congressional testimony in support of LC, GPO, NEH, pages 12-13
- Congressional resolution calling for establishment of national permanent paper policy becomes P.L. 101-423, page 13

- Title II-C assessment by Sam Streit published in time for hearing on HEA reauthorization -- Hiram Davis of Michigan State University testifies, page 13
- "Collection Services" capability consolidates collection development and preservation, page 14
- ARL and NEDCC to sponsor meeting on mass deacidication, page 14
- ARL conducts survey on cataloging priorities, page 15
- Higher Education Information Resources Alliance proposed, page 16
- OSAP organizes presentations to AAAS, American Mathematical Society, page 17
- ARL directors nominated to IFLA committees, page 19
- *Preservation Program Models* report supported by H.W. Wilson is published, page 23
- Proposals under development on access to foreign research materials, and extending ARL information technology program, page 23
- CNI Fall and Spring Task Force meetings held, page 25
- CNI membership hits 135; Internet server arriving, page 25

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I. Statistics Capability

The statistics capability is organized around collecting and distributing quantifiable information describing the characteristics of research libraries. This capability includes operation of the ARL Statistics Committee and collaboration with other national and international library statistics programs.

ARL Statistics. The *ARL Statistics 1989-90* were published and distributed at the end of February, 1991. A complete table based on the ARL Index and 89-90 statistical data was printed in the *Chronicle of Higher Education*, March 20, 1991. For the first time in many years, all ARL university libraries permitted their scores to be included in the published Index table. Advance figures and charts from the *Statistics* formed the basis of an article by OSAP Director Ann Okerson and statistics consultant Kendon Stubbs in *Publishers Weekly*, February 9. ARL tables were also reproduced in the loose-leaf "Humanities Deskbook" produced in October 1990 by the National Endowment for the Humanities, and formatted for inclusion in the forthcoming ALA publication, *The Whole Library Handbook*, slated to appear later this year. Publication of the machine-readable versions of historical data for law and medical school libraries, and annual statistics for ARL and law/medical libraries, has been proceeding; a disk with 1988-89 and 1989-90 ARL figures will be distributed this spring.

In response to the report written under the auspices of the Mellon grant for ARL statistical development, the 1989-90 survey of library expenditures as a percentage of university educational and general expenditures was refined. Libraries were asked to specify a series of library and university characteristics that affect expenditures. With an understanding of the university financial reporting gained from the IPEDS project (see below), more careful definitions were given. In the final report distributed in April, codes indicated the institutional characteristics, and in addition to alphabetical and rank order tables, a table sorted by geographic region and type (public/private) was prepared. The "E&G" tables were sought by several external constituencies, including independent consultants and the Canadian Association of University Teachers; the Statistics Committee will consider whether to publish a consolidated set of the data for nine years.

Cooperation with other library statistical programs. The statistical program has sought to actively engage with other library and higher education data gathering efforts. ARL staff met with a representative of CAUSE to compare the kinds of data collected for campus automation, including library automation, and to discuss sharing data and adopting common definitions. Staff and members of the ARL and ACRL Statistics Committees participated in two "synergy sessions" at the November 1990 and March 1991 meetings of the Coalition for Networked Information, to seek feedback and insight into which categories of statistics are meaningful and measurable in a networked environment. The Committee supported a tentative proposal from the IFLA Statistics Section to sponsor a special meeting on library statistics standards for electronic resources and services. At the request of ALA, the ARL Statistics Committee assisted in collecting information from ARL libraries for two ALA surveys: on alternative sources of revenue in academic libraries, and on librarians' salaries.

IPEDS Academic Library Statistics. ARL continued to participate in a project coordinated by the National Center for Education Statistics, NCLIS, and the ALA Office for Research to improve the academic library statistics collected by the NCES Integrated Postsecondary Education Data System (IPEDS). Kent Hendrickson and Kendon Stubbs of the ARL Statistics Committee, and Sarah Pritchard, ARL program officer for statistics, attended several meetings of the advisory committee. Significant progress was made on two fronts. First, the committee recommended revising and clarifying definitions for the 1992 IPEDS form, and adding several new questions for 1994 focusing on automation-related expenditures, collections, and services. Second, the committee actively promoted the establishment of a network of library coordinators in each state, to work with the main IPEDS coordinators to improve the data collection and verification process. Over 100 library and higher education representatives

attended a meeting in Chicago in October to launch this process. Sarah Pritchard presented a summary of the project and background on library statistical issues to a meeting in Washington for the Dept. of Education's state higher education executive officers. ARL's statistical expertise, professional standing, and nationwide linkages have proven valuable throughout this project.

Salary Survey and Preservation Statistics. The 1990 *Annual Salary Survey* was published in late January. An analysis based on the added optional questions (degrees earned, age, detailed job codes, etc.) will be distributed to members in the spring. The response to those questions, timed to be able to compare the ARL population with 1990 national census results, will allow more far-reaching analysis of our data and possible revisions for future surveys. Data gathering for the 1989-90 *ARL Preservation Statistics* was conducted in the fall of 1990, and entry and verification began in February 1991. A final publication is expected in the late spring.

Future Directions. The Statistics Program is moving ahead in three areas: government documents, access measures, and measures related to automation and electronic resources. After testing on the supplemental questionnaire, counts for separately-housed governments documents collections will be added to the main questionnaire in the summer of 1991. The exact format is being determined and will be approved by the Committee on ARL Statistics in May. Two instruments will be used in 1991 to collect measures of access and service: a group of core questions as part of the supplemental statistics, and a separate inventory to be updated every few years on library services and facilities. To strengthen understanding of the range of issues in the evaluation of services, Sarah Pritchard attended the 1990 Allerton Institute sponsored by the University of Illinois, on the evaluation of public services and public services personnel.

In seeking more meaningful (and at the same time collectable) measures as libraries operate in an increasingly integrated and networked automation environment, ARL staff and members of the Committee are drawing on several projects: new automation-related categories proposed for IPEDS (see above); discussions held with library and computer center directors through the CNI; and the proposal by a subcommittee of the ARL Management Committee to discontinue the *Automation Inventory* in favor of a new type of publication in this area.

The committee is still investigating the development of "compiled" software to speed general data collection and verification. In a related effort, ARL staff have prepared a proposal to solicit funds to contract for a complete redesign of the input and output software used to compile and produce the ARL statistics. Software improvements would allow easier incorporation of new measures, better error-checking, and faster turn-around of both the printed and machine-readable versions.

II. Communication and External Relations

The communications capability is designed to apprise ARL members of current developments of importance to research libraries, inform the library profession of ARL positions on issues of importance to research libraries, influence policy and decision-makers within higher education and other areas related to research and scholarship, and educate academic communities concerning research library issues. Within this capability is the coordination of ongoing efforts across all program areas to maintain and extend ARL's relationships with other organizations in the scholarly community.

Staffing. Communication operations at ARL during this period were significantly improved with the hiring of an experienced staff member to fill a redefined, consolidated position that had been vacant throughout late 1989 and all of 1990. Pamela Bixby joined the ARL Executive Office as Communications Specialist in February 1991, with responsibility for editing and publications production, coordination of publications fulfillment and maintenance, press and general information. Ms. Bixby's skills in editing, production, microcomputer applications and association publishing were immediately put to work on several projects. In further support of in-house document production, ARL acquired a copy of Aldus *Pagemaker 4.0* software for the Macintosh, and a two-page monochrome monitor.

Newsletter. The expanded *ARL: A Bimonthly Newsletter of Research Libraries Issues and Actions* continued to receive exposure going beyond member distribution, and has been strengthened by a variety of contributed articles as well as reports prepared by ARL staff. Recent issues have featured writing by Charles Hamaker of Louisiana State University Libraries, Shelley Phipps of the University of Arizona Libraries, and Richard P. West, Associate Vice president for Information Systems and Administrative Services for the University of California System. Newsletter issues number 153 though 156 appeared successively in November 1990, and January, March, and May 1991. A goal in 1991 will be to control more of the production in-house with the new software and hardware noted above.

Minutes of the Meeting. *National Libraries' Roles and Responsibilities: Minutes of the 115th Meeting* (October 1989) was published and distributed at the end of 1990. Forthcoming by this May will be *Higher Education Reform in the 1990s: Minutes of the 116th Meeting* (May 1990), and editing has begun on the October 1990 transcripts. Now that the communications staff position is filled, it is planned during 1991 to accelerate publishing to get the *Minutes* onto a six-month schedule, with the May 1991 minutes issued before the end of the year.

Relations with the press. ARL continued to enjoy significant coverage of its positions and activities in national newspapers and library and higher education journals. Press coverage includes the *Chronicle of Higher Education, Raleigh News and Observer, American Libraries, Library Journal, LJ Hotline, NFAIS Newsletter, ACLS Newsletter, Advanced Technology Libraries, CAUSE/EFFECT, Journal of Academic Librarianship,* and *Library Quarterly.* Members are requested to alert ARL staff to press reports in local papers.

Relations with the scholarly community. Extensive collaboration has become an ongoing operational pattern, especially through the Office of Scientific and Academic Publishing and the Coalition for Networked Information, as documented further under those headings. Duane Webster, ARL Executive Director, was elected to the Board of Directors of the National Humanities Alliance, extending his current term on the Board until 1993. The NHA was created in 1981 to unify public interest in support of Federal programs in the humanities, and to promote the common interests of NHA members with regard to policy, programs and legislation that affect the National Endowment for the Humanities. ARL has been working with NHA on joint testimony and co-sponsored documents on preservation, NEH oversight, and other concerns. NHA and the American Council of Learned Societies sponsored meetings in April on improving national data gathering in the humanities, attended by Sarah Pritchard on behalf of the ARL Statistics Program.

The ongoing relationship with the ACLS was expanded through further discussions with their executives, Stanley Katz and Douglas Greenberg. Duane Webster attended the spring meeting of ACLS' Conference of Administrative Officers in April in Washington, D.C. ARL is joining with ACLS in a series of meetings during 1991 involving scholars, university presses and research libraries to discuss scholarly journals in the humanities. These meetings are expected to culminate in a Humanities Journal Project to extend understanding of the dynamics of scholarly communication in the humanities. In late April, an invitation was extended to ARL to join the ACLS under the newly-established category of Associate Member.

ARL also continues to work closely with the Association of American Universities, preparing at their request a conceptual document on research library issues and agendas based on the ARL Strategic Program Objectives. AAU will use the document in its Federal relations program and to inform its members and other constituencies. A recently formed organization, the Council of National Resource Center Directors, is interested in collaborating with ARL on issues of access to foreign research resources; the director, Prof. Gilbert Merkx, made a presentation to the Board at its February meeting. CNRCD represents ninety-four foreign-area-studies centers funded by the federal government, most at ARL institutions.

At the meeting of the ARL Board of Directors in February 1991, W. David Penniman, the new president of the Council of Library Resources, was invited to discuss his thoughts on future directions for CLR. Penniman outlined a number of areas where ARL and CLR interests overlap and indicated his willingness to visit ARL institutions to explore innovative library projects. Penniman and other CLR staff continued to work with ARL this spring on issues related to the CNI and the new task force on scientific and technical information.

Also at the February Board meeting, ARL passed a resolution to honor the contributions of Warren J. Haas to the field of research librarianship, and presented a Certificate of Distinguished Achievement to Senator Claiborne Pell in recognition of his support for research library issues such as the use of permanent paper, unrestricted reauthorization of the NEH and NEA, and other education and library funding initiatives.

Electronic communications at ARL. In the fall of 1990, ARL secured electronic mailboxes linked to BITNET/INTERNET for all ARL program staff, through courtesy services extended by the University of Maryland. ARL staff are participating in list servers and online conferences related to their program areas, and exploring options for electronic publishing and information. In the spring of 1991, the Executive Director asked staff to work with ARL committees to establish custom mail reflectors or list servers for each, either through a host institution agreement with a member library, or through the new DEC server now being installed for the CNI. A concerted attempt was made to identify and list as many e-mail addresses as possible on the ARL roster of members and directors.

III. ARL Membership Meetings

The ARL membership meeting capability is designed to develop programs on topics of interest to ARL membership, schedule and manage meetings and activities, coordinate on-site local arrangements, and evaluate the success of these meetings. The May meeting emphasizes a topical program, coordinated by the ARL President-elect; the October meeting focuses on internal finances, elections, and strategic planning.

October 1990. The fall meeting was held in Washington, D.C., at the Georgetown University Conference Center. The theme was the future of information services in research libraries in the context of advanced technology and changes in the production and dissemination of information. Dr. Robert Weber, a principal in Northeast Consulting Resources, Inc., presented several "endstates" reflecting different configurations of factors in publishing, scholarly communication, government regulation, technology, and the like. Directors defined the kinds of services that might exist in each case and the administrative and policy issues likely to emerge. The concluding discussion assessed the likelihood of each endstate and helped identify roles and actions for ARL in this arena. The Friday "town meeting" plenary explored two topics: improving access to and services for scientific and technical literature, and current strategies for coping with rising serial prices. A special memorial service for Dr. Stephen A. McCarthy, noted director of the Cornell University Libraries and first full-time executive director of ARL, followed the meeting.

May 1991. The Spring membership meeting is being held in conjunction with that of the Canadian Association of Research Libraries in Montréal, Québec. The theme of the meeting is trends in library facilities, headlined by the question, "Is the Library a Place?" Speakers include architects, consultants, and library directors who will address recent building trends, how buildings imply a particular vision of the future of a library, and issues in politics and planning. Three topics will be highlighted in the almost institutionalized Friday morning town meeting: roles of different national library organizations in Canada; cultural diversity in libraries and the profession; and recent library management responses to budget cut-backs.

October 1991. The Fall membership meeting will again present a framework for developing consensus on strategic directions for ARL action on research library issues. Assessing the needs of libraries facing fiscal constraints at both local and national levels, ARL committees will lead discussions related to the impact on, and possible responses from, their areas of expertise (for example preservation, collection development, access to research resources). The meeting will be held at the Mayflower Hotel in Washington, D.C., October 23 to 25, 1991.

Future sites. The ARL Board reviewed sites for the next several years at its meeting in February 1990. Reaffirming it previous decision to meet in Hawaii in 1993, the Board considered the long-standing invitation from the University of Hawaii and the opportunities for presenting program sessions on Pacific Rim library services and inviting participation of research libraries in the Pacific area. The Board accepted an invitation from the University of Texas and selected Austin as the site of the 1994 meeting. Charleston, South Carolina is the 1992 location.

IV. Governance

The capability for governance of the Association is intended to represent prudently the interests of ARL members in directing the business of the Association. The governing body is the ARL Board of Directors. The functions of the Board include: to establish operating policies, budgets, and fiscal controls; to approve long-range plans; to modify or clarify the ARL mission and continuing objectives; to monitor performance and the succession of the Executive Director; and to represent ARL to the community. The staff role in this capability is to provide information to the Board adequate to fulfill its responsibilities in a knowledgeable and expeditious manner. The Board establishes several committees to help achieve effective governance of the Association.

1991 Program Plan. The ARL Board of Directors at its February 5th meeting reviewed and approved a program plan and the allocation of resources to support the priorities identified in this plan. The program plan is structured around the 12 capabilities documented in this activity report and incorporates the staffing and budget levels for the year. Each capability has operating and developmental priorities approved and monitored by the Board. The Collection Services Capability was created, consolidating programs and committees related to collection development and preservation. The new task force on scientific and technical information (see below) and the Steering Committee of the Coalition for Networked Information were linked with the capability on Access and Technology. A copy of the complete Program Plan is available to any member upon request.

New committee structure. In February, the Board approved a reorganization of ARL committees that is intended to link each standing committee to a long-term objective in the Strategic Plan. In addition to the standing committees, there will be permanent advisory committee for specific ARL programs (for example statistics), ad hoc task forces on targeted issues, and advisory groups for grant-funded projects. The Board also approved a new standing committee on Scholarly Communication, and a strategy for addressing the ARL objective on technology through developing external support to coordinate and extend a range of existing and planned projects.

Membership. In October 1990, the Board approved the appointment of a committee to review the membership candidacy of the Cleveland Public Library. In April 1991, the Auburn University Library also indicated its formal interest in being considered.

Task force appointed on scientific and technical information. In response to member concerns and discussions at the October membership meeting, the Board of Directors formed a new group, the Task Force on a National Program for Scientific and Technical Information. Appointments were made and this group met for the first time on April 11-12 in Washington, D.C. A report summarizing the discussions, conclusions and recommendations growing out of this meeting was drafted for presentation to the ARL Board of Directors at its May 1991 meeting.

Status reports on standing committee and selected advisory and project group activities follow:

Committee on Information Policies:

Chair, Merrily Taylor; Staff, Prue Adler
1991 Agenda of issues: U.S. government information policies, reauthorization of HEA, NREN legislation, copyright law, and issues surrounding intellectual property concerns in an electronic environment.

Committee on Access to Research Information Resources:

Chair, Nancy Eaton; Staff, Jutta Reed-Scott
1991 Agenda of issues: reconceptualization of cataloging in an electronic age, supporting and monitoring the bibliographic control efforts of the Library of Congress and NCCP,

extending cooperative cataloging, gathering information on ARL membership cataloging priorities and policies, determining public services issues and actions for ARL.

Committee on Research Collections:

Chair, Charles Osburn; Staff, Jeffrey Gardner

1991 Agenda of issues: operate the NCIP, advise ARL on its role and develop coalitions among research libraries on the issue of foreign acquisitions, and examine the impact of information technology on collection development strategies.

Committee on Preservation of Research Library Materials:

Chair, William Studer; Staff, Jutta Reed-Scott

1991 Agenda of issues: promoting use of permanent paper, advancing the development of a North American strategy for preservation, analysis of preservation statistics, and continuing retrospective conversion of the National Register of Microform Masters (NRMM).

Committee on the Management of Research Library Resources:

Chair, Joanne Euster; Staff, Susan Jurow

1991 Agenda of issues: design of a strategy for future office services, review of training needs of research libraries, facility planning and development, operation of OMS Program Advisory Group, and consideration of library staffing initiatives.

Committee on Scholarly Communication:

Chair, Paul Gherman; Staff, Ann Okerson

1991 Agenda of issues: encouragement of electronic journal experiments, strategy development in the area of scholarly publishing, promotion of change in management of intellectual property rights, advance alliances with other higher education groups.

Advisory Committee on ARL Statistics:

Chair, Kent Hendrickson; Staff, Sarah Pritchard

1991 Agenda of issues: collecting and displaying comparable data on government documents collections, automation expenditures and services, refining access measures, developing electronic formats and software for data gathering and distribution.

Task Force on Minority Recruitment:

Chair, Joseph Boissé; Staff, Susan Jurow

Assignment: to develop proposals for ARL initiatives in the areas of recruitment, retention, and workplace integration of minorities in professional positions in research libraries. A report will be presented at the May 1991 ARL membership meeting.

Working Group on Future Online Library Information Systems:

Chair, Paula Kaufman; Staff, Jeffrey Gardner

Assignment: to develop a planning process leading to a "white paper" on research library future needs for online library information systems.

Task Force on a National Program for Scientific and Technical Information:

Chair, Louis Martin; Staff, Jeffrey Gardner and Jutta Reed-Scott.

Assignment: to develop an ARL strategy to address needs of research libraries and information users in the scientific and technical information area.

V. Management Services (Office of Management Services (OMS))

This capability encompasses the provision of consulting, training, and publishing services on the management of human and material resources in libraries. The activities are carried out through the Office of Management Services, including OMS Consulting and Organizational Development Program, OMS Information Services Program, and OMS Training and Staff Development Program. The Committee on the Management of Research Library Resources oversees and advises on the work of OMS, assists in the development and evaluation of programs, and recommends OMS policy and priorities.

OMS Consulting and Organizational Development Program: Activities related to the conduct of institutional studies and consultations. It provides programs for libraries to systematically study their internal operations and develop workable plans for improvement. During this period, several projects were in various stages of operation:

- *Public Services Studies:* Howard University and the World Bank/IMF Joint Library
- *Leadership Development and Planning Programs:* CONSER, NASIG, University of British Columbia
- *Technical Services Planning Programs:* Michigan State University
- *Cultural Diversity Programs:* Michigan State University
- *Special Consultations:* Library of Congress

OMS Information Services Program: The OMS Information Services Program gathers, analyzes, and distributes information on contemporary management techniques through the Systems and Procedures Exchange Center (SPEC); conducts surveys and analytical reviews; and answers inquiries on library issues and trends.

- **Quick-SPEC Surveys Completed.** ARL members requested Quick-SPEC surveys on: Controlled Access to Research Library Collections; Organization Charts of ARL Libraries and Home Institutions; Organization of Science Libraries; and Library Development Activities.

- **Quick-SPEC Surveys Planned.** Quick-Spec surveys are planned for 1991 on telecommuting and on personnel policies and practices, including the use of upward evaluation in library management. Tallies of surveys are available upon request to all libraries responding to the Quick-SPEC surveys; other ARL members may request copies and documentation for a minimal charge.

- **SPEC Kits Completed.** The following SPEC Kits have been completed and distributed: *Remote Storage Access Policies; Minority Recruitment Policies and Practices; Cultural Diversity Programs; ARL Library Materials Budgets; Managing Student Workers; CD-ROM in ARL Libraries; Organization Charts of ARL Libraries.*

- **Upcoming SPEC Kits.** Expert Systems; Collection Development Performance Evaluation; Staff Recognition Programs; Library Information Desks; Technical Services Training Programs; Emerging Scholarly Workstations; Library Services for the Disabled.

- **Upcoming SPEC Surveys.** Organization of Access Services in ARL Libraries; Insuring Library Collections; Librarian Governance Systems; Professional Benefits Packages; Processing Government Documents.

OMS Training and Staff Development Program: A comprehensive program of organizational and individual training and consulting to help libraries find better ways to develop their human resources.

During this period, the following training events were conducted:

Basic Management Skills Institutes:
- January 15-18, Library of Congress
- January 22-25, Harvard University/MIT
- April 2-5, McMaster University
- April 15-18, New York Public Library
- April 23-26, Raleigh, NC

Resource Management Institute:
- February 11-14, Scottsdale, AZ

Training Skills Institute:
- February 5-8, Columbia University

Creativity to Innovation Workshops:
- March 15-17, Savannah, GA
- April 15-17, University of Nebraska, Lincoln

Collection Evaluation Institute:
- March 13-15, Washington, DC

Special Focus Workshops:
- November 12-13, University of California, San Diego, Goal Setting Workshop
- January 22-23, Library of Congress, Problem Solving and Creativity Workshops
- April 24, CAPCON, Creativity Workshop
- April 30-May 1, University of Alberta, Creativity Workshop

Scheduled programs remaining in 1991 include:

Advanced Management Skills Institute:
- July 15-19, American Association of Law Libraries
- October 20-25, Tucson, AZ

Basic Management Skills Institute:
- May 28-31, University of Miami
- September 9-12, University of Manitoba/University of North Dakota
- September 24-27, Los Angeles, CA
- November 10-15, University of Texas, El Paso

Training Skills Institute
- August 6-9, Chicago, IL

Project Planning
- October 1-4, Boston, MA

Collection Evaluation Institute:
- September, California

Video Loan Program. In 1989 OMS launched a video loan program in response to expressions of interest from personnel and staff development officers in ARL libraries. The program's goal is to make management videos available to libraries inexpensively. Currently, there are twenty-six different videos in the library and second copies of four titles. The program has eighteen subscribers. Most libraries screen the videos during brown bag lunch seminars. OMS staff developed a quarterly newsletter to be distributed to subscribers free of charge, listing newly acquired videos and reviewing available titles. The program is operating on a cost-recovery basis, with income to be used to purchase new videos or additional copies of popular titles.

ARL/OMS Conference Showcase Booth. The theme of this year's exhibit is "Innovative Uses of Networks and Networked Information by ARL Libraries." Libraries are in the process of submitting displays.

VI. Federal Relations and Information Policy Development

The Federal Relations and Information Policy Program is designed to: monitor activities resulting from legislative, regulatory, or operating practices and programs of various international and domestic government agencies and other relevant bodies on matters of concern to research libraries; prepare analyses of and response to federal information policies; influence federal action on research libraries-related issues; examine issues of importance to the future development of research libraries; and develop ARL positions on issues that reflect the needs and interests of members. This capability includes the ARL Committee on Government Policies.

Summary of Activities:

National Libraries . Activities included working with staff of the three national libraries in support of budget requests. Kate Mawdsley, Associate University Librarian for Public Services, University of California-Davis, testified on the FY 1992 LC budget request on behalf of ARL and ALA, and a statement was submitted to the Senate Appropriations Committee. Reviews and commentary were presented on new legislative initiatives of LC, NLM, and NAL. Also, ARL coordinated with NLM on the Paperwork Reduction and Federal Resources Management Act of 1990 and scientific and technical information issues, with LC, NLM, and NAL on NREN legislation, and with LC on fees for services proposal. Finally, Prue Adler worked with members of other library associations to develop a joint statement on fee-based services in national libraries.

Information Policy legislation and related actions. ARL has been a very active participant in the reauthorization of and negotiations on the Paperwork Reduction and Federal Resources Management Act of 1990 and has submitted numerous statements as well as testimony on this legislation. Staff continued to comment upon this legislation as it moved through the legislative process and on a related bill, the GPO Improvement Act of 1990. Kate Mawdsley, Associate University Librarian for Public Services, University of California -Davis, testified on behalf of ARL and ALA on the FY 1992 GPO budget request. In addition, staff comment was solicited on the Intelligence Authorization Act of 1991 relating to continuation of the Defense Mapping Agency depository program. Other key activities include a response to the OMB Notice on a revision of A-130, with the Census Bureau and OMB on dissemination of 1990 Census maps on CD-ROMs and related software issues, participation in ongoing review of future of NTIS, and working with the GPO on dissemination of government information in electronic formats including the recent "Window" proposal.

Preservation and related issues. ARL and others were successful in the promotion of a congressional resolution calling for the establishment of a national policy on permanent paper. The House and Senate Resolutions became P.L. 101-423. Betty Bengtson, Director of Libraries, University of Washington, testified on behalf of ARL , NHA, and CPA in support of the NEH FY 1992 budget request before the House Committee on Appropriations.

NREN. ARL and others in the library community reviewed and commented upon several NREN bills, in the fall and in the new session. ARL presented testimony for the record on NREN bills before the House Committee on Science, Space, and Technology, and the Senate Subcommittee on Science, Technology, and Space. Prue Adler was a panelist at an OTA meeting on access issues and the NREN.

HEA reauthorization actions. ARL and ALA recommendations for HEA Title II and Title VI reauthorization were accepted by ACE following review and comment by the Committee on Government Policies. Staff have regularly met with pertinent Department of Education staff and participated in Department review panels. In addition, the Executive Summary of *HEA Title II-C Program: Strengthening Research Library Resources: A Ten-Year Profile and an Assessment of the Program's Effects Upon the Nation's Scholarship* by Sam Streit, Assistant University Librarian, Brown University, was published. Finally, Hiram Davis, Librarian at Michigan State University, testified on reauthorization of HEA Title II-C programs on April 16 with Martha Bowman testifying on HEA Title II issues generally.

Federal records issues. Activities include participation in an on-going federal records working group (ARL, NARA, National Coordinating Committee for the Promotion of History) to discuss a myriad of federal records issues stemming from the concerns over the disposition of federal records at the Bancroft Library, University of California.

Copyright and Intellectual Property Issues. Prue Adler is the ARL representative in the Department of State Advisory Panel on International Copyright of the Advisory Committee on International Intellectual Property. In addition, a paper, *Guidelines for Licensing Local Databases* by Sandra Millard of the University of Delaware and Maxine Reneker of Stanford University was approved by the ARL Board of Directors and released.

VII. Collection Services

This capability addresses the broad issues facing research libraries in the areas of collection management and preservation. The work of two ARL committees is covered by this capability: Research Collections, and Preservation of Research Library Materials.

ARL's collection development efforts are directed toward the program objective of supporting member libraries' efforts to develop and maintain research collections, both individually and in the aggregate. Strategies to accomplish the objective include: promotion of needed government and foundation support for collections of national importance in the United States and Canada; efforts toward improving the structures and processes needed for effective cooperative collection development programs, including the North American Collections Inventory Project (NCIP); provision of collection management consulting through the Collection Analysis Program; and development and operation of collection management training programs.

ARL's preservation efforts support the strategic program objective of promoting and coordinating member libraries' programs to preserve their collections. Strategies in pursuit of this objective include: advocacy for strengthening and encouraging broad-based participation in national preservation efforts in the U.S. and Canada; support for development of preservation programs within member libraries; support for effective bibliographic control of preservation-related process; encouragement for development of preservation information resources; and monitoring technological developments that may have an impact on preservation goals.

Committee on Preservation of Research Library Materials

The Committee is pursuing a number of initiatives during 1991 to address preservation problems in research libraries. One central effort has been the development of descriptive models of preservation programs, a project supported by a grant from the H.W. Wilson Foundation (see more on page 23). The newly published report, *Preservation Program Models*, systematically describes the several major components of an effective preservation program. It also provides benchmarks for each component by which individual libraries can establish their present position and map future directions.

A second dominant concern is monitoring of developments relating to mass deacidification systems. In September 1991, ARL and the Northeast Document Conservation Center (NEDCC) are jointly sponsoring a two-day invitational meeting on mass deacidification planning. The meeting will provide an opportunity to assess the combined experiences of a number of ARL libraries that have started to implement mass deacidification programs and to provide a forum for discussion of strategies and key start-up issues. The Committee continues to monitor the preservation statistics program. The report on the 1989-90 *Preservation Statistics* will be published in June.

Committee on Research Collections

The Committee has assumed responsibility for the oversight of the National Collections Inventory Project, encouraging more participation and developing recommendations for the use of the inventory data to improve collection development coordination among member libraries and access to research collections. The area of foreign acquisitions is a high current priority for the Committee, which is working with ARL's Office of Research and Development to formulate a proposal for a study of the publishing, acquisition, and usage patterns of research resources from outside North America. The committee will be working closely with the new Scholarly Communication Committee and the Task Force on a National Program for Scientific and Technical Information to plan further steps in those areas. Another new direction will be to look at the impact of information technologies in collection development, whether as technical tools, new research materials, or resource sharing mechanisms.

VIII. Access and Technology

This capability addresses the myriad issues related to scholarly information resources. The work of two ARL groups is covered by this capability: Access to Research Information Resources Committee and the Task Force on a National Program for Scientific and Technical Information. The former Bibliographic Control Committee has been reconstituted as the Access to Research Information Resources Committee. In addition to bibliographic control issues, the committee will address public service issues. In response to the challenge faced by research libraries in maintaining strong science and technology collections, a new Task Force on a National Program for Scientific and Technical Information has been established.

Access to Research Information Resources Committee

Issues in this committee's domain include improving bibliographic access to research materials, especially subject access; considering strategies for reducing cataloging costs; and developing a response to science and technology information needs as identified at the Fall ARL Membership Meeting. Pursuant to the committee reorganization approved by the Board, the Access to Research Information Resources Committee will be examining and extending their charge to consider public service and user access issues.

As a result of the October 1990 discussion of its future agenda, the Committee's strategy will focus on consideration of: 1) Cataloging in the online environment and 2) Ways to improve access to an expanded array of library resources. The Committee sent an inquiry on cataloging priorities and on contract cataloging to the membership as a step toward exploring options for cooperative cataloging. The Committee also met with LC staff to discuss ways in which libraries might assist LC in future cooperative cataloging activities. The Committee, as part of the ongoing discussions of cooperative cataloging, prepared the ARL response to the LC report: *Cooperative Cataloging and the Library of Congress* that LC submitted to the House Subcommittee on Legislative Appropriations.

In conjunction with the committee, the temporary Work Group on Options for MARC Distribution Services Financial Strategies will be examining options to the LC licensing proposal.

ARL Task Force on a National Program for Scientific and Technical Information

ARL's Board of Directors has appointed nine ARL directors to a new Task Force on a National Program for Scientific and Technical Information (NPSTI). Formation of the Task Force is a response to the challenge faced by research libraries to maintain strong science and technology collections in the face of rapidly rising serials prices.

The Task Force will develop strategies for maintaining a strong science and technology information infrastructure to serve the academic, business, and governmental sectors through a national scientific and technical information program. Its charge includes "recommending an appropriate role for the Association in furthering the information needs of the nation's scientific and technical research communities...including the identification of appropriate individuals and groups from the science information user community...to join with ARL in the development of this effort." A major effort of the group will be the development of a future vision of scientific and technical information in serving societal needs. The Task Force held its first meeting on April 11-12, 1991, and will present an initial report to the ARL Board in May.

ARL Task Force on Telecommunications

The ARL Task Force on Telecommunications provided recommendations to the ARL Board of Directors relating to technology issues within ARL. These recommendations were developed at the request of the ARL Board and conclude the work of the Task Force. The recommendations identified several areas of need in the Association regarding the technology objective including the need for a focal point for coordinated management of technology-related projects and for technology issues to be addressed within ARL, the need for an operating plan to implement the technology objective, and finally, a need for additional forums for the membership in developing key technologically-related issues. The ARL Board of Directors accepted the recommendations of the Task Force.

The development of a background paper on issues for consideration in a campus information statement is ongoing in the Federal Relations and Information Policy capability.

Higher Education Information Resources Alliance

The ARL Board of Directors was invited by the boards of CAUSE and EDUCOM to join in a new venture known as the HEIRAlliance. Intended to be an evolving umbrella organization, the Alliance is a vehicle to bring together existing and new projects of the three organizations, to provide a coordinated framework by which its member organizations can seek common purposes and undertake common initiatives. Among the first projects proposed within the Alliance will be a joint newsletter publication, the *HEIRA Report*. Efforts will also be made to develop a closer working relationship between the Coalition for Networked Information and the National Telecommunications and Networking Task Force. The ARL Board accepted the invitation in principle; the Board and the executives of the three organizations will be working to clarify governance, programmatic, financial and administrative issues.

VIII. Office of Scientific and Academic Publishing

The objective of the Office of Scientific & Academic Publishing is to maintain and improve scholars' access to information. OSAP undertakes activities to understand and influence the forces affecting the production, dissemination, and use of scholarly and scientific information. The Office also maintains a continuing educational outreach to the scholarly community in order to encourage a shared "information conscience" among all participants in the scholarly publishing chain: academics, librarians, and information producers. The activities of this new office build on the results of the ARL Serials Prices Project and interest and research ongoing in the profession.

Summary of activities:

Influencing the scholarly and academic community.

- NASULGC: Library Committee Chair, Dr. Peter Wagner, Provost at SUNY-Binghamton, spent time at ARL discussing agenda items of mutual interest. As a result of collaboration with him, the NASULGC executive committee passed, at its annual November meeting, a strong resolution supporting the ARL serials initiatives and accompanied by a series of action plans.

- ACLS: discussions take place regularly regarding proposed joint projects. Some discussions have revolved around the possibility of a joint electronic newsletter on scholarly communications or a joint effort at resuscitating ACLS' 1985-88 Office of Scholarly Communications.

- STM, an international group of Scientific, Technical, and Medical Publishers: new Library Relations Committee meets quarterly with the aim of seeking forums for publishers and librarians to exchange viewpoints and solve problems.

- American Mathematical Society: for whose Gordon & Breach defense a survey was conducted for mathematics journal prices paid. ARL presented a session on research libraries at the AMS annual meeting in January 1991.

- Materials Research Society: has commissioned a series of pieces for their bulletin. The first piece was written for the December 1990 issue of *MRS Bulletin*.

- AAAS: assisted in an organizing session for the February 1991 annual meeting ("Will Electronic Publishing Solve the Science Library 'Crisis?'"). A proposal was submitted in March for a session for the Chicago 1992 meeting ("Scientific Electronic Publishing: Innovations and Opportunities").

- Organizing a meeting of scholarly societies seeking to develop electronic journals.

Campus programs and initiatives.

- Presentation on NREN and electronic publishing to library trustees at Johns Hopkins University.

- Three days of presentations to North Carolina State University system-wide library advisory committee, various groups at NC State University, and the NC State University system-wide Faculty Senate.

- Campus seminars, papers, and colloquia on scholarly publishing at: University of Tennessee, Saskatchewan, Alberta, British Columbia, Simon Fraser University, Iowa State, Kansas, Nebraska, Pittsburgh, University of Washington, and Colorado.

Working with the library community in the scholarly publishing arena.

- Presentations at AMIGOS, OCLC Users' Council, Oklahoma Conference, National Net '91, and Southeast Library Association, dealing with electronic publishing and/or intellectual ownership.

- OSAP Director is serving as Incoming President of NASIG (North American Serials Interest Group), and chair of the 1991 Annual Conference Program Committee.

Research, consumer, investigative activities.

- Working with University of Florida staff on use of electronic journals in ARL libraries.

- Beginning a database of major scientific editors from the three largest publishers (Elsevier, Pergamon, Springer).

- Project to identify scholarly society journals that are commercially published, and further activities in support of academic societies moving contracts away from expensive publishers: *Insectes Sociaux* and *Geocosmica et Cosmochimica Acta.*

- Investigating status of quantity of publications used to justify credentials in federal grant applications.

- Creating and supporting an electronic "list" of refereed scholarly journal editors and working with the group to write an NSF grant proposal for a second conference to follow up on the October 1990 NC State meeting.

- Planning for ARL publication of an electronic scholarly "outlets" directory.

- Organizing representations to regulatory commissions regarding Elsevier/Pergamon merger.

- Articles on scholarly publishing for *Publishers Weekly; LOGOS* -- the professional journal for the book world.

IX. International Relations

This capability covers monitoring activities, maintaining selected contacts, identifying developments on issues of importance to American research libraries, and sharing experience of North American research libraries that may contribute to the development of collections and services in research libraries internationally.

Efforts were directed toward nominating interested ARL directors for the IFLA Standing Committees to which the Association is registered for 1991. Joseph Boissé was nominated for the Section of University Libraries and other General Research Libraries. Peter Spyers-Duran was nominated to the Section on Acquisition and Exchange. Emily Mobley was nominated to the Section on Interlending and Document Delivery. Duane Webster was nominated to the Section of National Libraries. ARL Directors currently serving include Joseph Rosenthal and Marilyn Sharrow on the Section of University Libraries and James Billington on the Section of National Libraries. Duane Webster serves on the Roundtable for the Management of Library Associations. ARL directors interested in being nominated to a standing committee should contact ARL staff.

Plans for ARL involvement in the IFLA Conference in Moscow in August were advanced. Three American delegates will stand for election to key governance posts within IFLA at the August meeting: Robert Wedgeworth for election as President, and Robert Steuart and David Bender for election to the IFLA Executive Board. ARL is working closely with other U.S. library associations to ensure a strong American presence in IFLA programs and governance.

The ARL Board noted at its February meeting that the 1993 ARL Membership Meeting in Hawaii may present opportunities for exploring international professional issues with Australia, New Zealand, and other Pacific Rim nations. The ARL Executive Committee began to assess the emerging concept of a "North American higher education common market" and its potential impact on the Association. Projects being planned in the ARL Office of Research and Development (see page 23) will involve a range of international analyses and collaborations, both direct and indirect.

In the Executive Office, Sarah Pritchard provided briefings and information to several library organizations and librarians from other countries. In November 1990, Mrs. Adebimpe O. Ike, University Librarian at the Abubakar Tafawa Balewa University in Bauchi, Nigeria, visited the ARL offices during a U.S. tour sponsored by the AAAS; she discussed projects to improve access to scientific and technical information in Nigeria, and received a general briefing on ARL program initiatives. In January, the Slovak Librarians Association [Spolok Slovenskych Knihovníkov] requested information about library management and personnel policies. Dr. Marion Mallmann-Biehler, head of the Southwest German Online Catalog Network (based at the Universitaet Konstanz), received a briefing about ARL programs and services in May as part of a month-long trip under the auspices of the U.S. Information Agency; ARL staff assisted the USIA Visitor Program Service in determining libraries and organizations relevant to Dr. Mallmann-Biehler's interests in planning and implementing national-level library network policy.

X. General Administration

General administration encompasses overall coordination and management of the Association, program planning and strategy development, staffing, financial planning and strategy, fiscal control, and secretarial support and office operations.

Financial Management. The Association achieved a balance of revenue over expenditures in 1990 with $30,000 contributed to the permanent reserve. This is the third consecutive year of balanced budgets for the Association. The audited annual financial report submitted by Canto, Metro and Meyer at the end of April indicates total revenue was $1,737,241, and total expenditures were $1,695,146. A surplus of $12,095 will be added to the appropriate fund balance. Specifically, the Executive Office including the Office of Research and Development had a $6,100 surplus, and the Office of Management Services had a $5,941 surplus. The complete audited report will be published as part of the minutes of the May 1991 membership meeting.

A 1991 financial strategy was developed with the advice and approval of the ARL Executive Committee and the ARL Board of Directors, calling for an expenditure of about $2.8 million including $60,000 allocated to permanent reserves. The 1991 dues figure of $10,000 implied by this financial strategy was approved by the full membership at the October 1990 Membership meeting. This action is the culmination of a planned three-year staged increase in annual dues that allows the Association to maintain the activities approved by the membership and to build a sufficient operating reserve to secure Association operating responsibilities and liabilities.

ARL Expenditures by Capability 1990-1991. This table shows the funds expended in support of ARL programs and office operations. The figures are based on the dues levels and budget approved by the membership and the Board in October 1990. A detailed financial plan was submitted to the Board in February 1991 and copies are available to any member upon request. The Coalition for Networked Information is not included as it has a separate revenue stream and does not receive direct funding from ARL under the revised host agreement. Expenditures for each capability include percentage of salaries and fringe benefits, publishing and communication costs, travel, and office operations. In the first column is the amount of member dues that goes to support each program; in the second column is the complete budget for 1991. The difference is made up from other sources of revenue, primarily grants, cost-recovery, training, and publications, and to a lesser extent interest, royalties, and consulting. Of total ARL revenue projected for 1991, 46% will come from dues, 7.5% from publications, 2.5% from consulting fees, 7.6% from training, 1.3% from investment income, 33% from grants, and 1.4% from cost recovery.

Capability	FY91 Dues Allocated	FY91 Total Budget
Statistics	$34,000	$69,000
Communication and External Relations	89,250	97,400
Membership Meetings	103,500	107,500
Governance	53,600	53,600
Management Services and OMS	152,850	643,850
Federal Relations and Information Policy	93,800	93,800
Collection Services	45,500	48,000
Access and Technology	43,400	44,400
Office of Scientific and Academic Publishing	103,800	111,800
International Relations	17,500	17,500
General Administration	342,800	387,800
Research and Development	51,500	1,056,060
TOTAL	**$1,131,500**	**$2,730,710**

CNI host agreement. The Coalition for Networked Information (CNI) functions as an ARL activity that accepts direction from CAUSE and EDUCOM. The host agreement among ARL, CAUSE, and EDUCOM was renegotiated during the fourth quarter of 1990 and now provides for a full time CNI Director who reports to the ARL Executive Director. The revised agreement also provides ARL with reimbursement for all direct and indirect costs incurred in the administration and housing of this activity. Governance for the CNI is through the Chief Executive Officers of the three sponsoring organizations. These officers work with advice provided by the CNI Steering Committee. Each sponsoring organization, including the ARL, is represented by three members on this nine person steering committee; the ARL members are Susan Brynteson, Nancy Cline, and Jerome Yavarkovsky.

Staff changes. In April, the Association announced a series of staff changes, part of a planned approach to upgrading organizational support and expanding operating capabilities.

In the Executive Office, **Sarah M. Pritchard** was promoted to ARL Associate Executive Director, responsible for overseeing general administrative operations, membership and communications services, and the ARL Statistics Program. **Jutta Reed-Scott** is now Senior Program Officer for Access and Collections Services, providing support for the newly consolidated Collections capability as well as for portions of the Access & Technology area. As noted earlier in this report, **Pamela Bixby** was appointed as Communications Specialist to coordinate publishing, editing, communications and related information services.

In the Office of Management Services, **Maureen Sullivan**, now an independent consultant on library personnel issues after seven years as an administrator at the Yale University Library, has contracted to serve as Organizational Development Consultant for the coming year to provide training and consulting for interested libraries. **C. Brigid Welch** has been promoted to Senior Program Officer for Information Services and OMS Operations, responsible for the OMS Information Services Program, OMS publishing, and daily operations of the OMS office.

Joan K. Lippincott has joined the staff of the Coalition for Networked Information as Assistant Director. Currently a doctoral candidate in higher education at the University of Maryland, Ms. Lippincott has held library positions at Cornell, Georgetown and George Washington Universities, and has worked at the American Council on Education and the National Center for Postsecondary Governance and Finance. She received her MA in Library Science from SUNY-Geneseo.

Office systems. Efforts continue to improve the efficiency of office operations. Conversion from Wang Office Information Systems to the Apple Macintosh environment for word-processing and communications in the Executive Office was accomplished during 1990. Final file conversions and disposal of superseded equipment were completed in the fourth quarter. A variety of MS/DOS-compatible computers continue to be used, primarily in support of the Statistics Program and OMS. By mid-1991, ARL expects to be able to draw on some of the computing and networking power offered by the CNI Internet server to be installed in May. The office will also benefit from added technical support through a new Systems Coordinator position to be shared with the CNI, utilizing salary funds reallocated as part of the revised CNI host agreement. Interviews were conducted in late April and early May.

XI. Research and Development

The ARL Office of Research and Development consolidates the administration of grants and grant-supported projects administered by ARL. The major goal within this capability is to energize the ARL research agenda through the identification and development of projects in support of the research library community's mission as well as the development of funding support for those projects. The ARL Visiting Program Officer project is a part of this capability.

I. CURRENT AND COMPLETED PROJECTS

H.W. Wilson Diversity Project. In August 1990, the H.W. Wilson Foundation awarded a grant of $30,000 to ARL for a project on "Meeting the Challenges of a Culturally Diverse Environment," intended to assist libraries in developing organizational and programmatic responses to major demographic shifts occurring in North America. The program design will include approaches to organizational self-assessment, in-house training programs, local diversity program development, and options for new user programs. Kriza Jennings was recruited to staff the project on a half-time basis in October. Her work has contributed to the publication of SPEC Kits on cultural diversity programs in libraries, library minority recruitment programs, and affirmative action practices and policies in libraries.

Phase I of the project will be completed in the early summer with the publication of a report on cultural diversity programs in the academic and private sectors, and the preparation of a preliminary design of a model program for academic and research libraries. A proposal for Phase II funding is currently being prepared. It will include support for pilot tests of project materials in selected ARL libraries, revision of the project's design and materials based on those tests, and availability of the program to the general academic and research library community.

Andrew W. Mellon Foundation Statistics Project. The formal phase of the multi-part, $65,000 ARL Database Development Project supported by the Mellon Foundation was completed as of March 31, 1991, although research and products developed through the project continue to be extended. The historical ARL datafile (*Research Library Statistics, 1907/08 through 1987/88*) was completed last year; work continues on the parallel datafile with twelve years of law and medical library data. The output formats and documentation for annual updates to the ARL library data are complete, and a disk with 1988-89 and 1989-90 will be distributed this spring. The separate annual updates to the law and medical library data, again, require additional data verification and explanatory material; it is still hoped to be able to issue these each year in tandem with the main library figures.

Following up on a report by Jean Loup, University of Michigan and an ARL Visiting Program Officer in residence during 1989-90, staff made modifications to the definitions, collection, and formatting of data on 1989-90 library expenditures as a percentage of university expenditures. Work on expenditures issues is continuing, as documented further in the Statistics section of this report. The other research report conducted under the auspices of this project, a study of access measures by Beth Shapiro as an ARL Visiting Program Officer based at Michigan State University (now at Rice University), led to a two-part instrument that will be implemented this year: a set of core questions related to public services on the supplemental statistics questionnaire, and a multi-year "inventory" of other institutional characteristics that reflect access to library services.

NEH Preservation Project. The National Endowment for the Humanities awarded $146,000 to the ARL Office of Management Services in 1988 to further preservation planning in research libraries. The grant supports the participation of ten ARL member libraries in the Office's Preservation Planning Program (PPP), the training of preservation specialists to serve as consultants on the PPP, and a formal evaluation of the PPP by Margaret Child. The libraries at Colorado, Duke, Oklahoma State, Arizona, and Syracuse have completed the PPP as part of this project; studies are underway at Boston Public,

Delaware, Georgia, Kentucky , and Purdue. The evaluation of the project has been conducted, and has led to an effort to develop support for the revision of the program as well as for the development of additional preservation resources for academic and research libraries.

HEA Title II-C Project. The H. W. Wilson Foundation awarded ARL $4,600 in support of a project to review the results of the first decade of the Higher Education Act Title II-C program. ARL Visiting Program Officer Samuel Streit of Brown University carried out the study and the report has been completed. An executive summary was published and distributed in time to be used at Congressional hearings on the reauthorization of the HEA; the full report will be published later this spring.

National Register of Microform Masters (NRMM) Recon Project. ARL, in partnership with the Library of Congress, has selected OCLC - Online Computer Library Center, Inc. as the contractor for the continuation of the National Register of Microform Masters (NRMM) Retrospective Conversion Project. The goal of the project is the conversion into machine-readable records of the 400,000 monographic reports in the NRMM that remain to be converted. The NRMM Recon Project is made possible with funds from the National Endowment for the Humanities and the Andrew W. Mellon Foundation.

The first tapes were loaded last summer, and OCLC has converted approximately 258,000 bibliographic records, 30% of them not previously in machine-readable form. OCLC is converting records to full USMARC format using RETROCON, OCLC's customized online retrospective conversion service. On behalf of research libraries, OCLC is making an $0.80 in-kind contribution to the price of each processed record. Staff in LC's Catalog Management and Publication Division are reviewing converted records to ensure that they conform to the technical specifications established by ARL and LC., As the project proceeds, LC's Cataloging Distribution Service (CDS) will distribute tapes containing the converted records on a subscription basis.

North American Collections Inventory Project (NCIP). The North American Collections Inventory Project (NCIP) is operating on a cost recovery basis, providing training services and publications on-demand. ARL and RLG continue to cooperate on the development and revision of Conspectus materials and ARL is represented by Karin Wittenborg from the University of California, Los Angeles, on the RLG Sub-Committee on the Conspectus. Future activities include the publication of *NCIP News*, the distribution of a microcomputer-based Conspectus system developed at the University of North Carolina, and consideration of possible cooperative uses of the Conspectus in the areas of collection development and preservation.

Preservation Program Models Project. The H. W. Wilson Foundation awarded $9,800 to ARL for the development of descriptive models of preservation programs in academic libraries. The project, developed by the ARL Committee on Preservation of Research Library Materials, is designed to make available descriptive and quantitative information regarding preservation staffing, preservation program components, and preservation expenditures in ARL libraries. Benchmarks and statistical profiles will be defined for differing levels of preservation program development. The project was carried out by three preservation management specialists: Jan Merrill-Oldham, University of Connecticut; Carolyn Clark Morrow, Harvard University; and Mark Roosa, University of Delaware. Three members of the ARL Committee on Preservation of Research Library Materials served as the project's advisory committee: Carole Moore, University of Toronto; Scott Bennett, Johns Hopkins University; and William Studer, Ohio State University. Patricia McClung is liaison from the Research Libraries Group. The results of the project have been published and distributed.

II. NEW INITIATIVES UNDER DEVELOPMENT

Foreign Publishing, Research Libraries, and Scholarship in the 1990s. A proposal has been submitted to the Andrew Mellon Foundation for a project aimed at developing a greater understanding of scholars' and research libraries' needs in the area of access to foreign materials, which can then lead to the formulation of strategic options for addressing those needs. The proposed project will develop

better information on the current state of foreign acquisitions in American research libraries, the outlook for foreign publishing, scholars' priority needs for access to foreign materials, and the probable impact of emerging technologies on improving access to materials. The proposal has gained the support of the Council of National Resource Center Directors, the ACLS, foreign area library associations and committees, and the Midwest Center of the American Academy of Arts and Sciences. While initial response to the proposal has been favorable, a final decision on funding will be made in early June.

Supporting Preservation Planning in Academic Libraries. The Office submitted a proposal to the National Endowment for the Humanities in December to strengthen the program capabilities of ARL's Preservation Planning Program (PPP) and to extend their availability to a broader group of academic and research libraries. The project's major goals include: to revise the Preservation Planning Program for research libraries, based on a recently completed external review and evaluation; to design, test, and make available a new preservation planning process for college and mid-sized academic libraries with important specialized collections; and to develop preservation needs assessment and educational tools for academic and research libraries.

Extending ARL Program Capabilities on Information Technology Issues in Research Libraries. Based on discussion with the ARL Board of Directors and two member groups, the Work Group on Future Online Library Information Systems and the Telecommunications Task Force, ARL staff developed the outline of a strategy to coordinate the means by which technology issues are addressed within the ARL framework. This brief outline was approved by the Board at its February 1991 meeting, and is in the process of being developed into a complete proposal. The strategy as approved by the Board is predicated upon receiving external funding to support a full-time staff member to coordinate existing technology-related projects across all ARL capabilities and to develop several new projects, in particular a "white paper" on characteristics of future library systems. The proposal envisions support for external relations, meetings with selected groups, and improved support for model technology projects at the ARL offices, such as electronic publishing.

Appendix: Coalition for Networked Information (CNI)

The Coalition for Networked Information completed its initial year of operation in March, 1991. Formed by ARL, CAUSE, and EDUCOM to explore the promise of high performance computers and advanced networks for enriching scholarship and enhancing intellectual productivity, the organization has grown rapidly and has become a recognized force in the evolution of policies and practices which will govern the electronic research and education information environment. Its specific purpose is to promote the provision of information resources and services on existing telecommunications networks and on proposed interconnected networks. The linkage of research libraries to these networks and, therefore, to each other and their respective constituencies, is the immediate goal of ARL in founding the CNI. The long-term goal is to increase the influence of research libraries in technological and institutional change processes attendant to modern information architectures, infrastructures, and services.

Membership. A total of one hundred and thirty-four institutions and organizations had joined the Coalition by the end of its first year of operation. Membership in CNI is open to all research and education institutions and organizations that are willing and able to pay its assessed dues, to engage actively in its program of work, and to be governed by ARL, CAUSE, and EDUCOM. A wide variety of institutions have joined the Coalition, enriching the dialogue among participants and expanding opportunities for cooperative efforts. Membership is not limited to research institutions such as those that make up the membership of ARL although such institutions do constitute the majority of members. Other members representing other types of institutions include the Maricopa Community College District, the New York Public Library, the Boston Public Library, the state libraries of Connecticut, New York, and Pennsylvania, OCLC, the Research Libraries Group, the Western Library Network, the CTW Library Consortium, the Florida Center for Library Automation, the Ohio Library and Information System, the Triangle Research Libraries Network, Elsevier Science Publishers, NYSERNet, DRA, NOTIS, and, of course, the Coalition's sponsors: Apple Computer, Digital Equipment Corporation, International Business Machines, and Xerox.

Strategy formulation. The Coalition Steering Committee continued to meet every sixty days to formulate and monitor the implementation of the CNI program strategy. In order to increase the effectiveness of the Working Group Leaders, individual Steering Committee members were appointed to serve as liaisons to specific Working Groups. The Steering Committee continued to review projects brought to its attention and gave its support to five networking efforts currently underway. The leadership group worked with the Coalition Director to formulate the requirements for a CNI Internet server that would allow the Coalition to experiment directly with the technologies that it is promoting and to provide a new mode of participation in the affairs of the Coalition. In March, 1991, the Digital Equipment Corporation announced that it would provide the Internet server hardware as a grant to the Coalition. The Coalition Director worked closely with the leadership of EDUCOM's NTTF to bring to bear the influence of the Coalition members, whose focus has been primarily on the content of the network , on the implementation of the NREN conduit as well.

Fall 1990, CNI Task Force Meeting. More than two hundred librarians, information technologists, and industry leaders gathered in Washington, D.C. from November 3 - 5 for the Fall 1990 Meeting of the Coalition. Nearly one hundred and twenty institutions and organizations were represented at this meeting during which the attendees ratified the Coalition's program plan, contributed to the organization of the Coalition's seven new Working Groups, and shared information about a variety of visions, ideas, and projects. An opening vision statement by Stephen C. Hall, Director of the Office of Information Technology at Harvard University, announced the formation of the Consortium for University-Based Printing and Information Distribution (CUPID), a group of higher education

institutions that will be working with the Xerox Corporation to define and test the potential of new products that enable network-based print-on-demand applications.

Spring 1991, CNI Task Force Meeting. The Spring Meeting, held in Washington, D.C. at the Mayflower Hotel on March 18 - 20 was planned to precede and complement the National Net '91 Meeting. Over two hundred fifty individuals attended the CNI meeting, a twenty-five percent increase over the Fall 1990 Meeting, a particularly gratifying turnout in this current period of tight budgets and travel restriction. Among the highlights of the meeting were vision statement presentations by three authorities from different academic fields: John Witherspoon, a communications scholar from San Diego State University, Marvin Sirbu, an engineering and public policy researcher from Carnegie Mellon University, and Charles McClure, a professor of information science at Syracuse University. Witherspoon's comparison of the governance structures of the Public Broadcasting System and COMSAT to that proposed for the National Research and Education Network, particularly stimulated much discussion among meeting participants. The second most provocative session at this meeting was one that reported upon the purposes and outcomes of an invitational meeting on the information pricing crisis which was organized jointly by the Coalition Working Groups on Commercial Publishing, Non-Commercial Publishing, and Architectures and Standards.

Presentations about and Representation of CNI. Presentations about and representations of the Coalition were made during the calendar year in a wide variety of professional forums and settings. Principal among these were presentations about the Coalition at the 1990 Annual American Library Association, the 1990 Snowmass Meeting on Academic Computing, the 1990 Meeting of the League for Innovation in Community Colleges, and the EDUCOM 1990 Meeting, and the CAUSE 1990 Meeting. The Coalition was also represented at the Information Infrastructure for the 1990s Workshop/Symposium organized by the Harvard University John F. Kennedy School of Government from November 29 through December 1, the Networks for Networkers II Conference organized by the Library of Congress Network Advisory Committee from December 17 through 19, and at various meetings convened by EDUCOM's Networking and Telecommunications Task Force. Equally important and of growing significance are the presentations made by Coalition staff, leaders, and members at institutional and regional convocations devoted to developments in advanced networking and what those developments portend for improved information distribution and access in support of research and education communication. These latter sessions have numbered in the dozens during the last six months and they provide a particularly effective means for sharing information and aspirations about the Coalition and its purposes.

Evolving Host Agreement between CNI and ARL. The original business plan for the Coalition called for the activity to be directed by the ARL Senior Program Officer for Technology who would divide her or his time between CNI (85%) and ARL (15%). The unexpected and welcome success of CNI quickly outstripped the provisions of this business plan and it became clear that CNI needed the full-time attention of its director. It also became clear that developing the technological capabilities and general technology program of ARL requires more than a fifteen percent effort of a senior program officer. Accordingly, as calendar year 1990 drew to a close, CNI and ARL agreed to a new host agreement with the following key elements:

- A full-time director for CNI;
- A full-time assistant director for CNI;
- A full-time systems coordinator to be shared by CNI (67%) and ARL (33%);
- An Internet server, supporting electronic mail and document distribution activities to be shared by CNI and ARL according to a cost allocation formula to be determined;
- Full recovery of all direct costs, including space, by ARL from CNI.
- Full recovery of indirect costs by ARL from CNI at a rate of 50% of direct payroll expenses.

Priorities for 1991

- Ensure the success of the program strategy by giving special attention to the plans and requirements of Working Groups, by continuing the flow of vision statements, and by continuing to identify projects worthy of endorsement and sponsorship.

- Implement the Internet server to give the Coalition opportunities to demonstrate the advantages of networking technology for its own program of work, to provide a new mode of participation in the affairs of the organization, and to provide wider dissemination of Coalition work.

- Develop relationships that will bring the influence of the Coalition's membership to bear on issues of implementing the network conduit.

- Strengthen the Coalition's ties with the goals and projects of its three parent organizations: ARL, EDUCOM, and CAUSE.

- Strengthen mechanisms for participation in the Coalition program of work by non-research institutions and organizations as well as by individuals in order to garner wider support for networked information and to benefit from the skills of a broad range of individuals and institutions.

Compiled by Pam Bixby and Sarah Pritchard
April 26, 1991

APPENDIX II

ASSOCIATION OF RESEARCH LIBRARIES
AUDITED FINANCIAL STATEMENTS
DECEMBER 31, 1990

CANTO, METRO, MEYER & COMPANY
BUILDING 3, SUITE 100
5161 RIVER ROAD
BETHESDA, MARYLAND 20816

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To the Board of Directors
Association of Research Libraries
1527 New Hampshire Ave., N.W.
Washington, D.C. 20036

We have audited the accompanying balance sheets of Association of Research Libraries as of December 31, 1990 and 1989, and the related statements of income, fund balances and cash flows for the years then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Association of Research Libraries as of December 31, 1990 and 1989 and the results of its operations and its cash flows for the years then ended in conformity with generally accepted accounting principles.

Canto Metro Meyer & Co.

CANTO, METRO, MEYER & COMPANY
A Professional Corporation
Certified Public Accountants

April 15, 1991

JCM/kam

ASSOCIATION OF RESEARCH LIBRARIES
BALANCE SHEETS
DECEMBER 31, 1990 AND 1989

A S S E T S

	GENERAL OPERATING FUND	OFFICE OF MANAGEMENT STUDIES	YEAR END DECEMBER 31, 1990	1989
Cash	$ 458,340	$ -0-	$ 458,340	$ 74,651
Investments, short-term at cost (note 2)	781,466	-0-	781,466	515,110
Accounts receivable	8,440	50,912	59,352	76,817
Due to (from) other funds	86,579	(86,579)	-0-	-0-
Prepaid expenses	13,088	-0-	13,088	8,080
Interest receivable	5,398	-0-	5,398	-0-
Inventory	22,310	-0-	22,310	-0-
Furniture & equipment (note 3)	220,331	86,026	306,357	204,260
Less: accumulated depreciation	(129,939)	(57,917)	(187,856)	(159,402)
Total	$1,466,013	$ (7,558)	$1,458,455	$ 719,516

LIABILITIES AND FUND BALANCES

Deferred income - 1991 ARL dues	$ 460,000	-0-	$ 460,000	$ -0-
Deferred income - Coalition for Networked Information	300,323	-0-	300,323	-0-
Unapplied grant income (note 4)	404,768	-0-	404,768	457,020
Accounts payable/accrued expenses	69,535	-0-	69,535	66,465
Total liabilities	1,234,626	-0-	1,234,626	523,485
Board designated reserve (note 5)	30,000	-0-	30,000	-0-
Fund balances	201,387	(7,558)	193,829	196,031
Total	$1,466,013	$ (7,558)	$1,458,455	$ 719,516

See auditor's report.

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ASSOCIATION OF RESEARCH LIBRARIES
GENERAL OPERATING FUND
STATEMENTS OF INCOME AND FUND BALANCES
FOR THE PERIODS INDICATED

	BUDGET	CAPABILITIES YEARS ENDED DECEMBER 31, 1990	CAPABILITIES YEARS ENDED DECEMBER 31, 1989	GRANTS/ SPECIAL PROGRAMS YEARS ENDED DECEMBER 31, 1990	GRANTS/ SPECIAL PROGRAMS YEARS ENDED DECEMBER 31, 1989
Revenue					
Dues	$1,004,360	$1,004,360	$ 832,592	$ -0-	$ 1,300
Interest	45,000	26,446	24,764	22,900	21,495
Publication	35,000	52,455	47,983	-0-	13,175
Consulting	-0-	5,229	-0-	171,302	135,041
Miscellaneous	2,500	3,626	14,637	-0-	-0-
Cost recovery	10,000	74,672	21,553	-0-	1,119
	1,096,860	1,166,788	941,529	194,202	172,130
Expenses (Schedules - pages 11 - 14)	1,070,170	1,130,634	858,202	194,202	212,696
	$ 26,690			$ -0-	$ (40,566)
Excess revenues or (expenditures)		36,154	83,327		
		-0-	(25,927)		
Fund balance, beginning of year		209,530	152,130		
Fund balance, end of year		$ 245,684	$ 209,530		
Adjustments:					
Deferred income		(25,743)			
Capitalization of inventory items		11,446			
Creation of Board designated reserve		(30,000)			
Total adjustments		(44,297)			
Adjusted 12/31/90 fund balance		$ 201,387			

See auditor's report.

ASSOCIATION OF RESEARCH LIBRARIES
OFFICE OF MANAGEMENT SERVICES
STATEMENTS OF INCOME AND CHANGES IN FUND BALANCES
FOR THE PERIODS INDICATED

	BUDGET	CAPABILITIES YEAR ENDED DECEMBER 31, 1990	CAPABILITIES YEAR ENDED DECEMBER 31, 1989	GRANTS/ SPECIAL PROGRAMS YEARS ENDED DECEMBER 31, 1990	GRANTS/ SPECIAL PROGRAMS YEARS ENDED DECEMBER 31, 1989
Revenue					
MSI training	$ 195,000	$ 147,324	$ 179,275	$ -0-	$ -0-
Publication	166,750	132,195	137,101	-0-	-0-
Consulting	42,000	82,038	31,658	-0-	52,833
Cost recovery	18,000	33,803	10,658	-0-	-0-
ARL support	133,350	133,350	127,000	-0-	-0-
Workshops	-0-	38,743	-0 -	-0-	
Royalties	2,000	3,000	-0-	-0-	-0-
	557,100	570,453	485,692	-0-	52,833
Expenses (Schedules - pages 15 - 16)	557,100	564,512	527,406	-0-	67,472
	$ -0-			$ -0-	$ (14,639)
Excess revenues or (expenditures)		5,941	(41,714)		
		-0-	(14,639)		
Fund balance, beginning of year		(13,499)	42,854		
Fund balance, end of year		$ (7,558)	$ (13,499)		

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ASSOCIATION OF RESEARCH LIBRARIES
STATEMENTS OF CASH FLOWS
FOR THE PERIODS INDICATED

	YEAR ENDED 12/31/90	YEAR ENDED 12/31/89
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net income	$ 42,095	$ 1,045
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation	28,814	19,959
Changes in assets and liabilities:		
Decrease in accounts receivable	17,465	41,964
(Increase)/decrease in prepaid expenses	(5,008)	10,565
(Increase) in inventory	(10,864)	-0-
Increase in accounts payable and accrued expenses	3,070	31,850
Decrease in deposits	-0-	2,646
(Increase) in interest receivable	(5,398)	-0-
Increase in unapplied grant income	682,328	109,885
Total adjustments	710,407	216,869
Net cash provided by operating activities	752,502	217,914
CASH FLOWS FROM INVESTING ACTIVITIES:		
Capital expenditures	(102,457)	(13,000)
Purchase of investments	(266,356)	(515,110)
Net cash used in investing activities	(368,813)	(528,110)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	383,689	(310,196)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	74,651	384,847
CASH AND CASH EQUIVALENTS AT END OF YEAR	$ 458,340	$ 74,651

See auditor's report.

ASSOCIATION OF RESEARCH LIBRARIES
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 1990

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization

The Association of Research Libraries is a non-profit education organization comprised of the major research libraries in the United States and Canada. The purpose of the Association is to initiate and develop plans for strengthening research library resources and services in support of higher education and research. As part of its activities, the Association also operates the Office of Management Studies.

The Office of Management Studies was established by the Association in 1970. The Office conducts research into organizational problems of research libraries, develops new management techniques, and offers information services and training.

The Coalition for Networked Information was established on March 16, 1990, as an ARL activity accepting direction from ARL, CAUSE and EDUCOM. The Coalition's purpose is to promote the creation of and access to information resources in networked environments in order to enrich scholarship and to enhance intellectual productivity.

Basis of accounting

The Association's financial statements are reported on the accrual basis, with the exception of the Office of Management Services' Publication Program, which is reported on the cash basis.

Furniture, equipment and depreciation

Furniture and equipment are recorded at cost. Depreciation of furniture and equipment is provided on the straight-line method over the estimated useful lives of the assets, which is generally five to ten years.

Income taxes

The Association is exempted from income taxes under Internal Revenue Code Section 501(c)(3) and applicable District of Columbia law.

ASSOCIATION OF RESEARCH LIBRARIES
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 1990

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (con't)

Retirement plan

The Association has a retirement plan that covers substantially all full-time employees. Contributions to the plan are based on a percentage of salary for enrolled staff members. Total amounts paid in by the Association were $94,711 and $88,711 for 1990 and 1989, respectively.

Inventory

Inventory consists of finished publications available for sale. Inventory is carried at cost and it is relieved on a first-in, first-out basis.

Marketable securities

Marketable securities and investments are recorded and carried at cost. All gains and losses arising from the sale, collection or other disposition of investments are accounted for in the fund which owned the asset. Income derived from investments is accounted for in the fund owning such assets.

Functional expenses

ARL allocates its expenses on a functional basis among its various programs and support services (capabilities). Expenses that can be identified with a specific capability are allocated directly according to their natural expenditure classification. Other expenses that are common to several functions are allocated by various statistical bases.

ASSOCIATION OF RESEARCH LIBRARIES
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 1990

2. MARKETABLE SECURITIES

Marketable securities are recorded at cost. Securities owned at December 31, 1990, consisted of the following:

	COST	MARKET
Dean Witter US Government Money Market Trust	$ 142,540	$ 142,540
Dean Witter US Government Securities Trust	406,618	406,618
Dean Witter US Government Money Market Trust	83,688	83,688
Dean Witter US Government Securities Trust	148,620	145,714
	$ 781,466	$ 778,560

3. EQUIPMENT

At December 3, 1990 and 1989, the cost and accumulated depreciation of equipment was as follows:

	1990	1989
Furniture and equipment	$220,331	$ 86,026
Less: accumulated depreciation	129,939	57,917
	$ 90,392	$ 28,109

ASSOCIATION OF RESEARCH LIBRARIES
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 1990

4. UNAPPLIED GRANT INCOME

Income received in advance and unearned as of December 31, 1990, is classified as follows:

NRMM - NEH	$ (292)
NRMM - Mellon	290,000
Preservation Planning - NEH	5,710
Preservation Model Project - H.W. Wilson	1,780
NRMM - Performance Bond	94,453
Cultural Diversity Project - H.W. Wilson	13,117
	$ 404,768

5. BOARD DESIGNATED RESERVE

The Executive Committee decided at it's meeting on July 22, 1990, to create a board designated reserve as a permanent reserve. The money is to be explicitly allocated from dues income and only to be used by deliberate decisions of the Executive Committee. Interest earned is to be reinvested in this fund and not put into the general funds.

6. LEASES

The Association leases its office space under an operating lease that expires on December 31, 1991. Subsequent to the Balance Sheet date, the lease was extended to December 31, 1992. Total rent and storage charges for the operating lease were $99,182 for 1990 and $88,694 for 1989.

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A PROFESSIONAL CORPORATION
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Independent Auditor's Report on Additional Information

To the Board of Directors
Association of Research Libraries

Our report on our audit of the basic financial statements of the Association of Research Libraries for 1990 appears on page one. We conducted our audit in accordance with generally accepted accounting standards for the purpose of forming an opinion on the basic financial statements taken as a whole. The additional information included on pages 11 through 18 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material aspects in relation to the basic financial statements taken as a whole.

Canto Metro Meyer & Co.

CANTO, METRO, MEYER & COMPANY
A Professional Corporation
Certified Public Accountants

April 15, 1991

ASSOCIATION OF RESEARCH LIBRARIES
GENERAL OPERATING FUND
RECONCILIATION OF EXPENSES BY CAPABILITY AND BY OBJECT EXPENDITURE
FOR THE YEAR ENDED DECEMBER 31, 1990

	CAPABILITY							
	ADMIN-ISTRATION	STATISTICS	COMMUN-ICATION	MEMBERSHIP MEETINGS	GOVERNANCE	MANAGEMENT SERVICES	FEDERAL RELATIONS & INFO POLICY	COLLECTION SERVICES
Employee costs	$ 176,823	$ 32,497	$ 36,574	$ 33,877	$ 31,480	$ 4,322	$ 57,817	$ 18,513
Professional services	44,951	6,126	1,778	4,050	4,010	-0-	615	-0-
Travel	14,001	6,732	2,495	45,102	23,249	63	7,828	3,788
Communication	19,143	3,305	3,357	2,265	1,520	-0-	985	14
Program support	4,188	13,729	17,611	15,105	856	-0-	2,027	1,000
Office operation	97,397	1,041	817	3,661	1,847	2	687	5
Miscellaneous	5,559	476	332	13	-0-	-0-	-0-	-0-
Corporate membership	3,004	41	-0-	-0-	-0-	-0-	1,750	3,083
Insurance	6,757	-0-	-0-	-0-	-0-	133,350	-0-	-0-
OMS support	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
	$ 371,823	$ 63,947	$ 62,964	$ 104,073	$ 62,962	$ 137,737	$ 71,709	$ 26,403
Budget	$ 334,100	$ 64,000	$ 83,000	$ 74,000	$ 59,000	$ 145,350	$ 73,500	$ -0-

See auditor's report.

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ASSOCIATION OF RESEARCH LIBRARIES
GENERAL OPERATING FUND (CONTINUED)
RECONCILIATION OF EXPENSES BY CAPABILITY AND BY OBJECT OF EXPENDITURE
FOR THE YEAR ENDED DECEMBER 31, 1990

	CAPABILITY							
OBJECT OF EXPENDITURE	ACCESS AND TECHNOLOGY	ACCESS AND TECHNOLOGY PRESERVATION	COLLECTION MANAGEMENT	INT'L RELATIONS	ACCESS AND TECHNOLOGY BIBLE CONTROL C M T E	OFFICE OF SCIENTIFIC AND ACADEMIC	RESEARCH AND DEVELOPMENT	NCIP
Employee costs	$ 33,463	$ 13,113	$ 4,287	$ 7,563	$ 6,769	$ 71,588	$ 3,847	$ 10,581
Professional services	-0-	1,510	-0-	-0-	-0-	1,370	-0-	-0-
Travel	10,187	669	1,109	6,643	427	10,432	2,001	476
Communication	692	1,005	92	3	208	3,065	194	329
Program support	719	3,282	-0-	-0-	-0-	1,472	171	671
Office operation	2,039	242	147	4	192	7,042	3,808	454
Miscellaneous	26	-0-	-0-	-0-	-0-	16	-0-	-0-
Corporate membership	18	-0-	-0-	2,940	-0-	127	55	-0-
Insurance	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
OMS support	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Total expenses	$ 47,144	$ 19,821	$ 5,635	$ 17,153	$ 7,596	$ 95,112	$ 10,076	$ 12,511
Budget	$ 83,000	$ -0-	$ -0-	$ 13,000	$ -0-	$ 98,000	$ 27,900	$ 13,220

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ASSOCIATION OF RESEARCH LIBRARIES
GENERAL OPERATING FUND (CONTINUED)
RECONCILIATION OF EXPENSES BY CAPABILITY AND BY OBJECT OF EXPENDITURES
FOR THE YEAR ENDED DECEMBER 31, 1990

	ALKALINE PAPER PROJECT	PPP CONTRIBUTED COSTS	TOTAL	YEAR ENDED DECEMBER 31, 1989
OBJECT OF EXPENDITURES				
Employee costs	$ 3,559	$ 7,628	$ 554,301	$ 398,109
Professional services	300	-0-	64,710	31,880
Travel	-0-	-0-	135,202	102,622
Communications	608	7	36,792	32,781
Program support	700	-0-	61,531	49,071
Office operation	12	4	119,401	92,540
Miscellaneous	-0-	-0-	6,422	3,499
Corporate membership	-0-	-0-	11,018	8,909
Insurance	-0-	-0-	6,757	11,791
OMS support	-0-	-0-	133,350	127,000
Indirect costs	-0-	1,150	1,150	-0-
Total expenses	$ 5,179	$ 8,789	$1,130,634	$ 858,202
Budget	$ 2,100	$ -0-	$1,070,170	$ 908,200

See auditor's report.

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ASSOCIATION OF RESEARCH LIBRARIES
GENERAL OPERATING FUND
RECONCILIATION OF EXPENSES BY GRANT OR SPECIAL PROGRAM AND BY OBJECT OF EXPENDITURE
FOR THE YEAR ENDED DECEMBER 31, 1990

	N R M M	N R M M MELLON	STATISTICS MELLON	PRESERVATION MODEL PROJECT	PRESERVATION PLAN PROJECT	CULTURAL DIVERSITY	TOTAL	YEAR ENDED 12/31/89
OBJECT OF EXPENDITURE								
Employee costs	$ -0-	$ 18,072	$ 26,827	$ 3,131	$ 10,817	$ 13,517	$ 72,364	$ 45,052
Professional services	55,823	-0-	8,387	1,500	17,600	-0-	83,310	75,028
Travel	-0-	4,130	4,166	3,315	11,700	2,567	25,878	14,251
Communication	-0-	337	412	74	2,246	370	3,439	3,178
Program support	-0-	-0-	-0-	-0-	705	85	790	6,875
Office operation	-0-	361	574	-0-	287	300	1,522	840
Miscellaneous	-0-	-0-	296	-0-	43	-0-	339	-0-
Corporate membership	-0-	-0-	-0-	-0-	-0-	45	45	-0-
Indirect costs	-0-	-0-	-0-	-0-	6,515	-0-	6,515	-0-
Total expenses	$ 55,823	$ 22,900	$ 40,662	$ 8,020	$ 49,913	$ 16,884	$ 194,202	$ 145,224

See auditor's report.

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ASSOCIATION OF RESEARCH LIBRARIES
OFFICE OF MANAGEMENT STUDIES
RECONCILIATION OF EXPENSES BY CAPABILITY AND BY OBJECT OF EXPENDITURES
FOR THE YEAR ENDED DECEMBER 31, 1990

	CAPABILITY					
	CONSULTING	SPEC-INFORMATION SERVICES	SPEC-KITS	TRAINING	OPERATIONS GRANT MANAGEMENT	VIDEO TRAINING
OBJECT OF EXPENDITURES						
Employee costs	$ 47,740	$ 44,451	$ 12,152	$ 64,663	$ 70,029	$ 1,814
Professional services	-0-	6,776	1,686	33,382	1,350	-0-
Travel	23,069	2,246	36	40,228	8,170	24
Communications	2,682	10,581	29	13,584	3,775	210
Program support	2,389	21,694	19,419	23,968	2,353	1,864
Office operation	816	9,518	-0-	9,675	47,917	(1,850)
Corporate membership	-0-	-0-	-0-	135	166	-0-
Miscellaneous	-0-	1,256	-0-	67	2,065	-0-
Total expenses	$ 76,696	$ 96,522	$ 33,322	$ 185,702	$ 135,825	$ 2,062

See auditor's report.

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ASSOCIATION OF RESEARCH LIBRARIES
OFFICE OF MANAGEMENT STUDIES (CONTINUED)
RECONCILIATION OF EXPENSES BY CAPABILITY AND BY OBJECT OF EXPENDITURES
FOR THE YEAR ENDED DECEMBER 31, 1990

OBJECT OF EXPENDITURE	OCCASIONAL PAPER	AUTOMATION INVENTORY	A I M A	COLLECTION EVAL INST.	TOTAL	YEAR ENDED 12/31/89
Employee costs	$ 126	$ 4,359	$ -0-	$ 12,610	$ 257,944	$ 240,304
Professional services	-0-	-0-	-0-	2,200	45,394	30,635
Travel	-0-	-0-	-0-	3,754	77,527	75,782
Communications	-0-	-0-	1,229	602	32,692	30,605
Program support	1,694	-0-	6,033	1,312	80,726	85,699
Office operation	-0-	-0-	-0-	432	66,508	63,928
Corporate membership	-0-	32	-0-	-0-	333	453
Miscellaneous	-0-	-0-	-0-	-0-	3,388	-0-
Total expenses	$ 1,820	$ 4,391	$ 7,262	$ 20,910	$ 564,512	$ 527,406

See auditor's report.

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ASSOCIATION OF RESEARCH LIBRARIES
COALITION FOR NETWORKED INFORMATION
RECONCILIATION OF EXPENSES BY CAPABILITY AND BY OBJECT OF EXPENDITURES
FOR THE YEAR ENDED DECEMBER 31, 1990

OBJECT OF EXPENDITURES	OPERATIONS
Employee costs	$ 75,921
Professional services	829
Travel	68,167
Communications	3,851
Program support	13,314
Office operation	13,855
Corporate membership	45
Miscellaneous	5
Administrative fees	41,666
Total expenses	$ 217,653

Note: No comparative data exists due to the fact that this is the first year of operations for the Coalition for Networked Information. (See note 5.)

See auditor's report.

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ASSOCIATION OF RESEARCH LIBRARIES
FEDERAL GRANTS
DECEMBER 31, 1990

PROJECT	GRANT NUMBER	GRANTOR	DEFERRED REVENUE 12/31/89	1990 DRAWS	1990 EXPENDITURES	DEFERRED REVENUE AT 12/31/90
NRMM	PS-20051-86	National Endowment for the Humanities	$ 24,687	$ 30,844	$ 55,823	$ (292)
Preservation Planning	PS-20187-88	National Endowment for the Humanities	$ 2,472	$ 53,151	$ 49,913	$ 5,710

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APPENDIX III

118TH ARL MEMBERSHIP MEETING

ATTENDANCE

Members:

University of Alabama	Osburn, Charles
University of Alberta	Ingles, Ernie
University of Arizona	[not represented]
Arizona State University	Schmidt, Sherrie (acting)
Boston Public Library	Curley, Arthur
Boston University	Laucus, John
Brigham Young Univ.	[not represented]
Univ. of British Columbia	Patrick, Ruth
Brown University	Taylor, Merrily
Univ. of Calif.-Berkeley	Rosenthal, Joseph
Univ. of Calif.-Davis	Sharrow, Marilyn
Univ. of Calif.-Irvine	Boyer, Calvin
Univ. of Calif.-Los Angeles	Werner, Gloria
Univ. of Calif.-Riverside	Thompson, James
Univ. of Calif.-San Diego	[not represented]
Univ. of Calif.-Santa Barbara	Boissé, Joseph
Canada Inst. for Sci. & Tech. Information	Smith, Elmer
Case Western Reserve Univ.	Bingham, Karen (acting)
Center for Research Libs.	[not represented]
University of Chicago	Runkle, Martin
University of Cincinnati	Kohl, David
University of Colorado	[not represented]
Colorado State University	Chambers, Joan
Columbia University	Sloan, Elaine
University of Connecticut	Stevens, Norman
Cornell University	Seznec, Alain
Dartmouth College	Otto, Margaret
University of Delaware	Brynteson, Susan
Duke University	Campbell, Jerry
Emory University	Gotwals, Joan
University of Florida	Canelas, Dale

Florida State University	[not represented]
Georgetown University	Martin, Susan K.
University of Georgia	[not represented]
Georgia Institute of Technology	Drake, Miriam
University of Guelph	Black, John
Harvard University	DeGennaro, Richard
University of Hawaii	Haak, John
University of Houston	Downes, Robin
Howard University	Randall, Ann
Univ. of Illinois, Chicago	[not represented]
Univ. of Illinois, Urbana	Bishop, David
Indiana University	Neal, James
University of Iowa	Creth, Sheila
Iowa State University	Eaton, Nancy
Johns Hopkins University	Bennett, Scott
University of Kansas	Crowe, William
Kent State University	Somers, Heanne (alt.)
University of Kentucky	Williams, Gene (alt.)
Université Laval	Bonnelly, Claude
Library of Congress	Tabb, Winston
Linda Hall Library	Martin, Louis
Louisiana State University	Schneider, D.W. (acting)
University of Manitoba	Presser, Carolynne
University of Maryland	Harrar, H. Joanne
University of Massachusetts	Talbot, Richard
Mass. Inst. of Technology	Lucker, Jay
McGill University	Ormsby, Eric
McMaster University	Hill, Graham
University of Miami	Rodgers, Frank
University of Michigan	Riggs, Donald
Michigan State University	Davis, Hiram
University of Minnesota	Kelsey, Donald (alt.)
University of Missouri	Almony, Robert (alt.)
National Agric. Library	Howard, Joseph H.
National Library of Canada	Scott, Marianne
National Library of Medicine	Colaianni, Lois Ann
University of Nebraska	Hendrickson, Kent
University of New Mexico	[not represented]
New York Public Library	Fasana, Paul
New York State Library	Yavarkovsky, Jerome

New York University	[not represented]
Newberry Library	Cullen, Charles
Univ. of North Carolina	Govan, James
North Carolina State Univ.	Nutter, Susan
Northwestern University	McGowan, John
University of Notre Dame	Miller, Robert
Ohio State University	Studer, William
University of Oklahoma	Lee, Sul
Oklahoma State Univ.	Bierman, Kenneth (alt.)
University of Oregon	Shipman, George
Univ. of Pennsylvania	Mosher, Paul
Penn. State University	Cline, Nancy
University of Pittsburgh	Kobulnicky, Paul (acting)
Princeton University	Koepp, Donald
Purdue University	Mobley, Emily
Queen's University	M.E. Skeith (acting)
Rice University	Shapiro, Beth
University of Rochester	Wyatt, James
Rutgers University	Euster, Joanne
Univ. of Saskatchewan	Wiens, Paul
Smithsonian Institution	Smith, Barbara J.
Univ. of South Carolina	Young, Arthur
Univ. of Southern California	Gilman, Nelson (alt.)
Southern Illinois University	Peterson, Kenneth
Stanford University	[not represented]
SUNY-Albany	Butler, Meredith
SUNY-Buffalo	von Wahlde, Barbara
SUNY-Stony Brook	Cook, Donald (alt.)
Syracuse University	Stam, David
Temple University	[not represented]
Univ. of Tennessee	[not represented]
University of Texas	Billings, Harold
Texas A&M	Hoadley, Irene
University of Toronto	[not represented]
Tulane University	Leinbach, Philip
University of Utah	Hanson, Roger
Vanderbilt University	Getz, Malcolm
University of Virginia	Stubbs, Kendon (alt.)
Virginia Polytechnic Inst.	Gherman, Paul
Univ. of Washington	Bengtson, Betty

Washington State Univ.	Baker, Nancy
Washington University	Baker, Shirley
Univ. of Waterloo	Shepherd, Murray
Wayne State University	Spyers-Duran, Peter
Univ. of Western Ontario	Quinlan, Catherine
University of Wisconsin	Frazier, Kenneth (acting)
Yale University	Abell, Millicent
York University	Hoffman, Ellen

CARL Members:

Carleton University	Brearley, Neil
Dalhousie Univeristy	Boychuck, Elaine
Simon Fraser University	Dobb, Ted
Université du Québec à Montréal	Coté, Jean-Pierre
University of Calgary	MacDonald, Alan
University of New Brunswick	Banks, Rod
University of Ottawa	Greene, Richard
University of Regina	Maes, William
University of Windsor	Macgown, Madge

Guests:

Andrew W. Mellon Foundation	Cummings, Anthony
Association of American Universities	Vaughn, John
Association of American University Presses	De Bacher, Richard
Association of College & Research Libraries	Ford, Barbara
Association pour l'avancement des sciences et des techniques de la documentation (ASTED)	Bourque, Alain
ASTED (National Library of Canada)	Lanouette, Marie
Canadian Association of Research Libraries/Association des bibliothèques de recherches du Canada (CARL/ABRC)	McCallum, David
Canadian Library Association	Adams, Karen
Chronicle of Higher Education	Watkins, Beverly
Clark Atlanta University, School of Library and Information Studies	Callaway, Gwendolyn
CLR Intern, Brown University	Steel, Virginia

CLR Intern, Princeton University	Klingberg, Susan
CLR Intern, University of Chicago	Morrison, Margaret
Commission on Preservation and Access	Battin, Patricia
Conférence des recteurs et des principaux des universités du Québec (CREPUQ)	Dupuis, Onil
Council on Library Resources	Penniman, W. David
Iron Mountain, Inc.	Reese, Richard
Kuwabara Payne McKenna Blumberg	Payne, Thomas
Library Journal	Quinn, Judy
Library of Congress	Avram, Henriette
Library of Congress	Harris, Kenneth
Library of Congress	Sittig, William
McAdams Planning Consultants, Inc.	McAdams, Nancy
National Association of State Universities and Land-Grant Colleges (NASULGC); SUNY-Binghamton	Wagner, Peter
NEH Office of Preservation	Farr, George
OCLC—Online Computer Library Center, Inc.	Nevins, Kate
Queen's University, Dept. of Economics	Green, Alan
Research Libraries Group	Michalko, James
Simon Martin-Vegue Moris Winkelstein	Simon, Cathy
Standing Conference of National and University Libraries (SCONUL)	Pentelow, Gillian
University of Connecticut	Merrill-Oldham, Jan
University of Massachusetts	Fretwell, Gordon

ARL Staff:

Asst. Exec. Director - Federal Rel. and Information Policy	Adler, Prudence
Communications Specialist	Bixby, Pamela
Director, Office of Management Services	Jurow, Susan
Director, Office of Research and Development	Gardner, Jeffrey
Director, Office of Scientific and Academic Publishing	Okerson, Ann
Executive Director	Webster, Duane
Office Manager	Dikeos, Gary
OMS Senior Program Officer for Information Services and OMS Operations	Welch, C. Brigid
OMS Trainer	Jennings, Kriza
Senior Program Officer for Access and Collection Services	Reed-Scott, Jutta
Senior Program Officer for Administration and Statistics	Pritchard, Sarah
Senior Program Officer for Technology/Director, Coalition for Networked Information	Peters, Paul

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Abell, Millicent	Yale University
Adams, Karen	Canadian Library Association
Adler, Prudence	ARL Asst. Exec. Director - Federal Rel. and Information Policy
Almony, Robert	University of Missouri
Avram, Henriette	Library of Congress
Baker, Nancy	Washington State Univ.
Baker, Shirley	Washington University
Banks, Rod	University of New Brunswick
Battin, Patricia	Commission of Preservation and Access
Bengtson, Betty	Univ. of Washington
Bennett, Scott	Johns Hopkins Univ.
Bierman, Kenneth	Oklahoma State Univ.
Billings, Harold	University of Texas
Bingham, Karen	Case Western Reserve Univ.
Bishop, David	Univ. of Illinois, Urbana
Bixby, Pamela	ARL Communications Specialist
Black, John	University of Guelph
Boissé, Joseph	Univ. of Calif.-Santa Barbara
Bonnelly, Claude	Université Laval
Bourque, Alain	Association pour l'avancement des sciences et des techniques de la documentation (ASTED)
Boychuck, Elaine	Dalhousie Univeristy
Boyer, Calvin	Univ. of Calif.-Irvine
Brearley, Neil	Carleton University
Brynteson, Susan	University of Delaware
Butler, Meredith	SUNY-Albany
Callaway, Gwendolyn	Clark Atlanta University, School of Library and Information Studies
Campbell, Jerry	Duke University
Canelas, Dale	University of Florida
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Cummings, Tony	Andrew W. Mellon Foundation
Curley, Arthur	Boston Public Library
Davis, Hiram	Michigan State University
De Bacher, Richard	Association of American University Presses
DeGennaro, Richard	Harvard University
Dikeos, Gary	ARL Office Manager
Dobb, Ted	Simon Fraser University
Downes, Robin	University of Houston
Drake, Miriam	Georgia Inst. of Technology
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Eaton, Nancy	Iowa State University
Euster, Joanne	Rutgers University
Farr, George	NEH Office of Preservation
Fasana, Paul	New York Public Library
Ford, Barbara	Association of College & Research Libraries
Frazier, Kenneth	University of Wisconsin
Fretwell, Gordon	University of Massachusetts Library
Gardner, Jeffrey	ARL Office of Research and Development
Getz, Malcolm	Vanderbilt University
Gherman, Paul	Virginia Polytechnic Inst.
Gilman, Nelson	Univ. of Southern California
Gotwals, Joan	Emory University
Govan, James	Univ. of North Carolina
Green, Alan	Queen's University, Dept. of Economics
Greene, Richard	University of Ottawa
Haak, John	University of Hawaii
Hanson, Roger	University of Utah
Harrar, H. Joanne	University of Maryland
Harris, Kenneth	Library of Congress
Hendrickson, Kent	University of Nebraska
Hill, Graham	McMaster University
Hoadley, Irene	Texas A&M
Hoffman, Ellen	York University
Howard, Joseph H.	National Agric. Library
Ingles, Ernie	University of Alberta
Jennings, Kriza	OMS Trainer
Jurow, Susan	ARL Office of Management Services

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Klingberg, Susan	CLR Intern, Princeton University
Kobulnicky, Paul	University of Pittsburgh
Koepp, Donald	Princeton University
Kohl, David	University of Cincinnati
Lanouette, Marie	ASTED (National Library of Canada)
Laucus, John	Boston University
Lee, Sul	University of Oklahoma
Leinbach, Philip	Tulane University
Lucker, Jay	Mass. Inst. of Technology
M.E. Skeith	Queen's University
MacDonald, Alan	University of Calgary
Macgown, Madge	University of Windsor
Maes, William	University of Regina
Martin, Louis	Linda Hall Library
Martin, Susan K.	Georgetown University
McAdams, Nancy	McAdams Planning Consultants, Inc.
McCallum, David	Canadian Association of Research Libraries/Association des bibliothèques de recherches du Canada (CARL/ABRC)
McGowan, John	Northwestern University
Merrill-Oldham, Jan	University of Connecticut Library
Michalko, James	Research Libraries Group
Miller, Robert	University of Notre Dame
Mobley, Emily	Purdue University
Morrison, Margaret	CLR Intern, University of Chicago
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Neal, James	Indiana University
Nevins, Kate	OCLC—Online Computer Library Center, Inc.
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Ormsby, Eric	McGill University
Osburn, Charles	University of Alabama
Otto, Margaret	Dartmouth College
Patrick, Ruth	Univ. of British Columbia
Payne, Thomas	Kuwabara Payne McKenna Blumberg
Penniman, W. David	Council on Library Resources
Pentelow, Gillian	Standing Conference of National and University Libraries (SCONUL)
Peters, Paul Evan	Coalition for Networked Information

Peterson, Kenneth	Southern Illinois University
Presser, Carolynne	University of Manitoba
Pritchard, Sarah	ARL Associate Executive Director
Quinlan, Catherine	Univ. of Western Ontario
Quinn, Judy	Library Journal
Randall, Ann	Howard University
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Rodgers, Frank	University of Miami
Rosenthal, Joseph	Univ. of Calif.-Berkeley
Runkle, Martin	University of Chicago
Schmidt, Sherrie	Arizona State University
Schneider, D.W.	Louisiana State University
Scott, Marianne	National Lib. of Canada
Seznec, Alain	Cornell University
Shapiro, Beth	Rice University
Sharrow, Marilyn	Univ. of Calif.-Davis
Shepherd, Murray	Univ. of Waterloo
Shipman, George	University of Oregon
Simon, Cathy	Simon Martin-Vegue Moris Winkelstein
Sittig, William	Library of Congress
Sloan, Elaine	Columbia University
Smith, Barbara J.	Smithsonian Institution
Smith, Elmer	Canada Inst. for Sci. & Tech. Information
Somers, Heanne	Kent State University
Spyers-Duran, Peter	Wayne State University
Stam, David	Syracuse University
Steel, Virginia	CLR Intern, Brown University
Stevens, Norman	University of Connecticut
Stubbs, Kendon	University of Virginia
Studer, William	Ohio State University
Tabb, Winston	Library of Congress
Talbot, Richard	University of Massachusetts
Taylor, Merrily	Brown University
Thompson, James	Univ. of Calif.-Riverside
Vaughn, John	Association of American Universities
von Wahlde, Barbara	SUNY-Buffalo

Wagner, Peter	National Association of State Universities and Land-Grant Colleges (NASULGC); SUNY-Binghamton
Watkins, Beverly	Chronicle of Higher Education
Webster, Duane	Executive Director
Welch, C. Brigid	OMS Senior Program Officer for Information Services and OMS Operations
Werner, Gloria	Univ. of Calif.-Los Angeles
Wiens, Paul	Univ. of Saskatchewan
Williams, Gene	University of Kentucky
Wyatt, James	University of Rochester
Yavarkovsky, Jerome	New York State Library
Young, Arthur	Univ. of South Carolina

APPENDIX IV

OFFICERS, BOARD OF DIRECTORS, COMMITTEES, AND TASK FORCES

ARL Officers and Board for 1991

Marilyn J. Sharrow	President
Arthur Curley	Vice President & President Elect
Martin Runkle	Past President
Harold W. Billings	(Oct. 1989 - Oct. 1992)
Jerry Campbell	(Oct. 1990 - Oct. 1993)
Joan Chambers	(Oct. 1990 - Oct. 1993)
Ellen Hoffmann	(Oct. 1988 - Oct. 1991)
Emily R. Mobley	(Oct. 1990 - Oct. 1993)
Susan K. Nutter	(Oct. 1989 - Oct. 1992)
Charles B. Osburn	(Oct. 1988 - Oct. 1991)
Thomas W. Shaughnessy	(Oct. 1988 - Oct. 1991)

Standing Committees and Task Forces

(Committee terms are based on calendar year)

Committee on Information Policies
Joseph A. Boissé (1990-92)
Susan Brynteson (1989-91)
Nancy Cline (1991-93)
John R. Haak (1989-91)
Ellen Hoffman (1989-91)
Paula T. Kaufman (1990-92)
Louis E. Martin (1990-92)
Carlton C. Rochell (1991-93)
Alain Seznec (1990-92)
Paul A. Willis (1989-91)
James F. Wyatt (1990-92)
Merrily E. Taylor (1989-91), Chair (1991-92)

Staff: Prue Adler

Committee on Nominations
Millicent Abell (1990-91)
Betty Bengston (1990-91)
Roger K. Hanson (1990-91)
Arthur Curley, Chair (1991)

Committee on Research Collections
Harold W. Billings (1990-92)
Dale B. Canelas (1991-93)
H. Joanne Harrar (1991-93)
John Laucus (1989-91)
Paul H. Mosher (1989-91)
William Sittig, Library of Congress Liaison
Barbara J. Smith (1990-92)
James C. Thompson (1989-91)
Paul Wiens (1989-91)
Charles B. Osburn (1989-90), Chair (1991-92)

Staff: Jeffrey Gardner

Committee on the Management of Research Library Resources
Meredith Butler (1990-92)
Jerry D. Campbell (1989-91)
Arthur Curley (1989-92)
Kent Hendrickson (1991-92) ex officio
Edward R. Johnson (1990-92)
Robert C. Miller (1991-93)
Donald Riggs (1990-92)
Elaine Sloan (1991-93)
Winston Tabb (1991-93)
Jerome Yavarkovsky (1989-91)
Joanne Euster (1989-91), Chair (1991-92)

Staff: Susan Jurow

Committee on Preservation of
Research Library Materials
Kenneth Harris, Library of Congress Liaison
Scott Bennett (1990-92)
Donald W. Koepp (1988-90)
Carole Moore (1987-90)
Jan Merrill-Oldham (Consultant)
Joseph A. Rosenthal (1990-92)
George W. Shipman (1989-91)
Donald B. Simpson (1989-90)
William J. Studer, Chair (1991-92)

Staff: Jutta Reed-Scott

Committee on Access to
Information Resources
Henriette Avram, Library of Congress Liaison
Shirley R. Baker (1990-92)
Calvin J. Boyer (1989-91)
Paul Fasana (1988-90)
William G. Potter (1991-93)
Marianne Scott (1989-91)
Barbara von Wahlde (1989-91)
Gloria Werner (1991-93)
Nancy L. Eaton (1990-92, Chair (1991-92)

Staff: Jutta Reed-Scott

Scholarly Communication Committee
Sheila D. Creth (1991-93)
Charles Cullen (1991-93)
Peter Spyers-Duran (1991)
Sharon A. Hogan (1991-92)
Susan K. Martin (1991)
Eric Ormsby (1991-92)
Beth Shapiro (1991-92)
Arthur P. Young (1991-92)
Paul Gherman, Chair (1991-92)

Staff: Ann Okerson

Task Force on Minority Recruitment
Shirley K. Baker
Meredith Butler
James F. Williams
Joseph A. Boissé, Chair

Staff: Susan Jurow and Kriza Jennings

Advisory Committee on ARL Statistics
William J. Crowe (1991-93)
Roger K. Hanson (1990-92)
Graham R. Hill (1989-91)
Irene B. Hoadley (1990-92)
Ernie Ingles (1991-93)
Gordon Fretwell (Consultant)
Margaret A. Otto (1990-92)
Kendon Stubbs (Consultant)
Kent Hendrickson (1989-91), Chair (1991-92)

Staff: Sarah Pritchard

Task Force on Telecommunications (1990-91)
John Black
Malcolm Getz
Paul Gherman
James F. Williams II
Nancy Cline, Chair

Staff: Prue Adler

Task Force on Future Online Library
Information Systems (1990-91)
Charles E. Miller
Paul H. Mosher
Merrily Taylor
Paula T. Kaufman, Chair

Staff: Jeffrey Gardner

Task Force on a National Program for
Scientific and Technical Information
Betty G. Bengtson
Joseph H. Howard
Jay K. Lucker
Susan K. Nutter
Martin Runkle
Marilyn Sharrow
Elmer V. Smith
Richard J. Talbot
Louis E. Martin, Chair

Staff: Jeffrey Gardner and Jutta Reed-Scott

Project to Support Collection Preservation and Planning in Research Libraries (NEH)
Jay K. Lucker
Carolyn Morrow, harvard University
Margaret A. Otto
John B. Smith

Representatives

Commission on Preservation and Access, Advisory Committee	William J. Studer
American Council of Learned Societies	D. Webster
Association of American Publishers	A. Okerson
Association of American Universities	D. Webster/P. Adler
Association of American University Presses	D. Webster/A. Okerson
CAUSE (College and University Systems Exchange)	D. Webster
Coalition on Government Information	P. Adler
Council on Library Resources, Grants Committee	D. Webster
EDUCOM	D. Webster
Eighteenth-Century Short Title Catalogue	Ray Frantz, Virginia
IFLA Voting Representative	D. Webster
LC Network Advisory Committee	D. Webster/P. Peters
National Humanities Alliance	D. Webster
National Information Standards Organization (NISO)	H. Joanne Harrar
National Information Standards Organization, Voting Rep.	D. Webster/J. Reed-Scott
National Institute of Conservators	David H. Stam
RLG Subcommittee on the Conspectus	George Soete, UC/San Diego
Society of American Archivists	Herbert Finch, Cornell
Society for Scholarly Publishing	A. Okerson

APPENDIX V

MEMBERSHIP OF THE ASSOCIATION
May 1991

University of Alabama Libraries
Tuscaloosa, Alabama 35487-0266
Charles B. Osburn
Dean
(205) 348-7561

University of Alberta Library
Edmonton, Alberta Canada T6G 2J8
Ernie Ingles
Chief Librarian
(403) 492-5569

University of Arizona Library
Tucson, Arizona 85721
Shelley Phipps
Acting Librarian
(602) 621-2101

Arizona State University Library
Tempe, Arizona 85287
Sherrie Schmidt
Interim Dean of University Libraries
(602) 965-7690

Boston University Library
Boston, Massachusetts 02215
John Laucus
Director
(617) 353-3710

Boston Public Library
Boston, Massachusetts 02117
Arthur Curley
Librarian
(617) 536-5400

Brigham Young University Library
Provo, Utah 84602
Sterling J. Albrecht
University Librarian
(801) 378-2905

University of British Columbia Library
Vancouver, B.C. Canada V6T 1Y3
Ruth Patrick
University Librarian
(604) 228-2298

Brown University Library
Providence, Rhode Island 02912
Merrily Taylor
University Librarian
(401) 863-2162

University of California-Berkeley
Berkeley, California 94720
Joseph A. Rosenthal
University Librarian
(415) 642-3773

University of California-Davis
Davis, California 95616-5292
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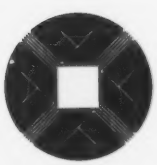

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